

Sustainable development of tourist destinations, ... and the contribution of sporting / cultural events – Challenges and possible solutions using the example of Epidaurus in Greece

Prof. Sebastian Kaiser PhD, MBA, Sarajevo 13.05.2024



Prof. Sebastian Kaiser PhD, MBA

- Professor for General Business Administration esp. Sport Management at Heilbronn University
- PhD in Sports Economics and Sociology at German Sport University Cologne, MBA at University Oldenburg
- Visiting Professor at University of Sarajevo, University of Latvia, Riga, Russian International Olympic University RIOU, Sotchi, Manchester Metropolitan University
- Editor (Economics and Management) of the German Journal of Exercise and Sport Research (GJESR)



Diversity of stakeholders and targets

Jointly formulate and operationalize goals

> "become predictable"



Multidisciplinarity

Attracting and retaining experts

> "creating incentives, opening doors, building networks"



Changing political support and influence

> "Strengthening and stabilizing relationships"



Coopetition and critical population

Revealing externalities

> "Turning competitors into accomplices"



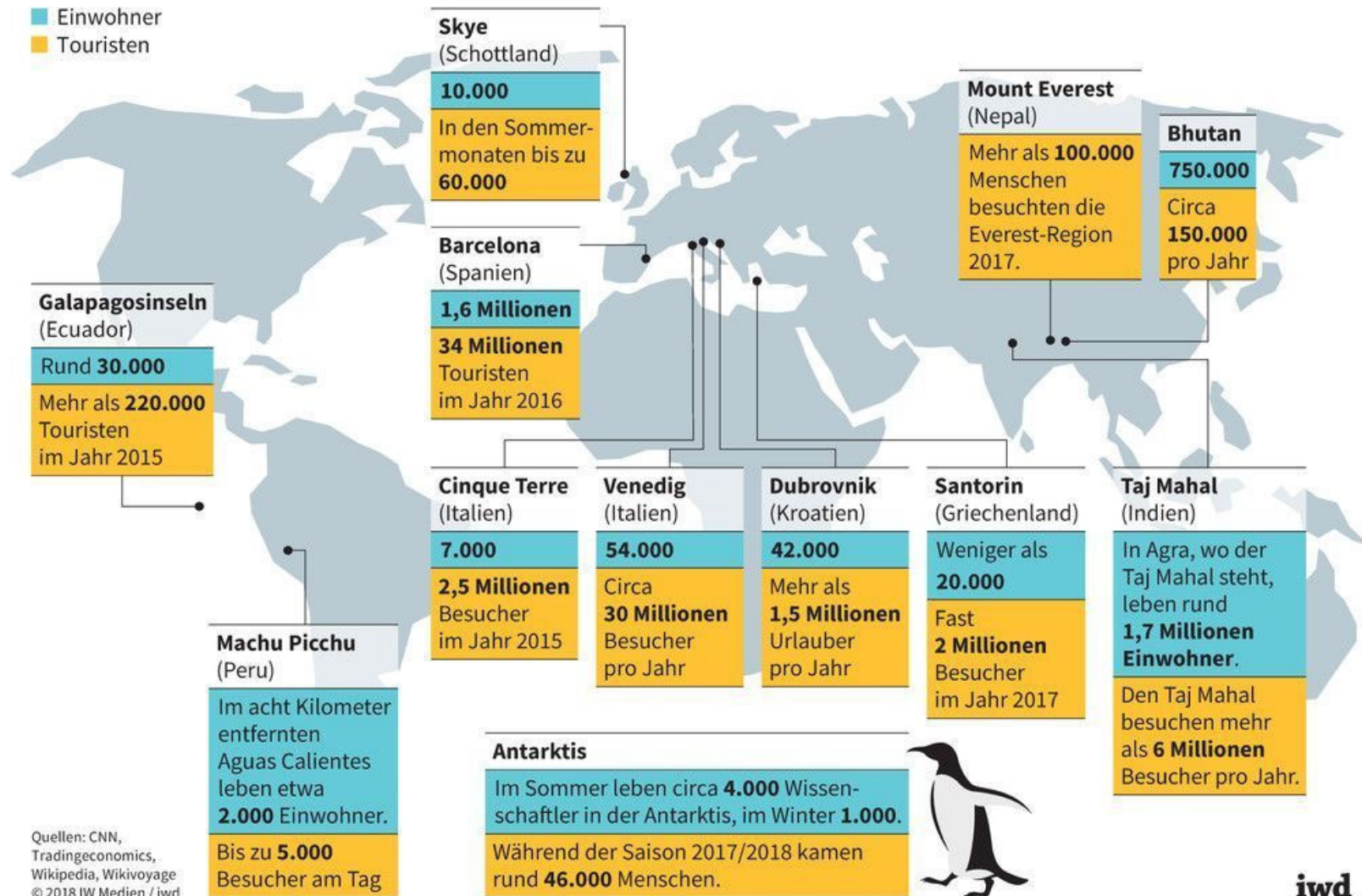


Leave it as it is. The ages have been at work on
it and man can only mar it.

(Theodore Roosevelt)

Bloß-nicht-hin-Destinationen

Diese Ziele sollten Touristen 2018 wegen des Massenandrangs meiden



Quellen: CNN, Tradingeconomics, Wikipedia, Wikivoyage © 2018 IW Medien / iwd

Unfluencer: Liste der ungeschminkten Reiseblogs

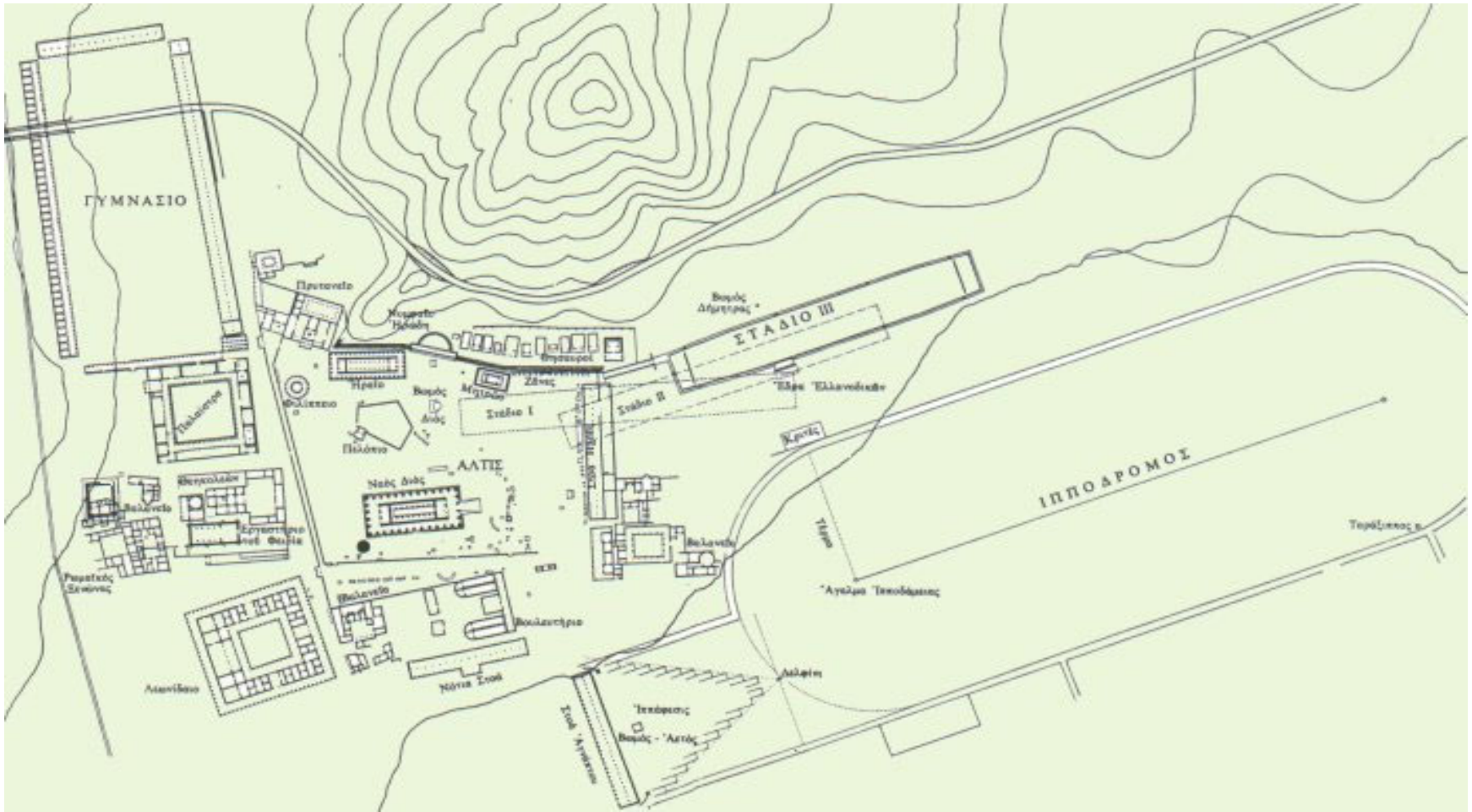
Diese „Unfluencer“ warnen dich, wenn ein Ort zu touristisch ist:

- **A Daily Travel Mate** mit 10 Gründen nicht nach Neuseeland zu reisen
- **Beyond the Pins** mit Alternativen zum Taj Mahal in Agra
- **Blickgewinkelt** schreibt über Touristen-Klischees in Thailand
- **Blog auf Meer** mit Tipps zum nachhaltigen Reisen in Bocas del Toro
- **Bravebird** mit 7 Gründen nicht nach Bali zu reisen
- **Bunt um die Welt** mit alternativen Sehenswürdigkeiten in Nordvietnam
- **Child and Compass** fragt ob man Bali noch als Reiseziel empfehlen kann



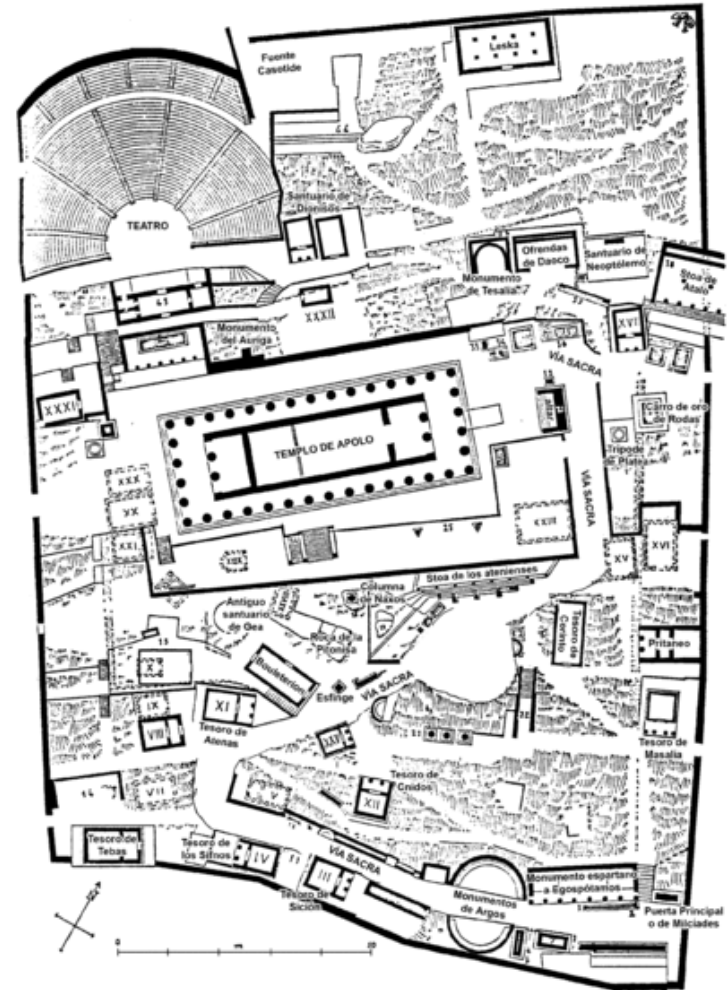
Panhellenic Games





Olympia

Delphi



The example of Epidaurus clearly shows the integration of ancient "sport" and theater tradition and sanctuary (Asclepius)



Interim summary:

Challenges of sustainable regional development

- Regional development is a multidimensional concept that is determined by many factors (a.o., socio-culture and socio-economy, stakeholder involvement etc.). This poses a difficult challenge for planning and evaluating activities and measures.
- A multitude of objectives (neutral, complementary or even conflicting) formulated by a diverse range of stakeholders need to be categorized and integrated.
- To address the specific requirements and to accomplish the task of planning and evaluating regional development initiatives, esp. with the claim of sustainable development, a holistic approach is needed.

The pilot region Epidaurus / GR

- Regions can only pursue sustainable economic, social and ecological development if their typical, distinctive cultural, geographical and historical characteristics are incorporated.
- The Greek city of Epidaurus offers itself as a model region in a special way.

The pilot region Epidaurus / GR

- The small community in the north-east of the Greek peninsula of Peloponnes has an outstanding national and international importance, not only because of the annual Athens and Epidaurus Festival.
- It is also located in the center of the ancient world of sports, not far from the four Panhellenic games of Olympia, Isthmia, Delphi and Nemea.
- In this respect, Epidaurus is an ideal place to explore the historical references and synergies of sports, culture and tourism as well as the social reality and socio-economic impact of the various businesses and events .

Project aim and research focus

- The aim of the long-term research cooperation is to develop an overall destination development strategy for Epidaurus and the Argolis region, seeking to examine alternative modes of sustainable touristic, economic and cultural development.
- This includes seeking new ways to expand its touristic period by developing unique sports and cultural activities around its well-known historic monuments.

To whom it may concern,

The Municipality of Epidaurus and the Faculty of Business and Engineering of Heilbronn University of Applied Sciences, Campus Künzelsau – Reinhold-Würth-Hochschule will continue their research cooperation. The overall objective is to develop a strategy for the sustainable development of Epidaurus and the Argolis region as a tourist destination, including the perspectives of its various stakeholders and businesses.

The Municipality of Epidaurus wishes to examine alternative ways of sustainable touristic, economic and cultural development, based on the distinctive cultural, historical and geographical characteristics of the Municipality. The collaboration with Heilbronn University therefore is a high priority project which will not least lead to influence the visitor's perception on Epidaurus as a destination. We greatly appreciate the contribution of the research team lead by Prof. Dr. Sebastian Kaiser-Jovy and we are looking forward to a long lasting and fruitful collaboration.

**The Mayor of Epidaurus
Anastasios Chronis**





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Revealing externalities

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Identify and operationalize goals together with the stakeholders: Logic Model and Strategy Canvas

“Program managers across private and public sectors are being asked

to describe and evaluate their programs

in new ways. People want managers to

present a logical argument

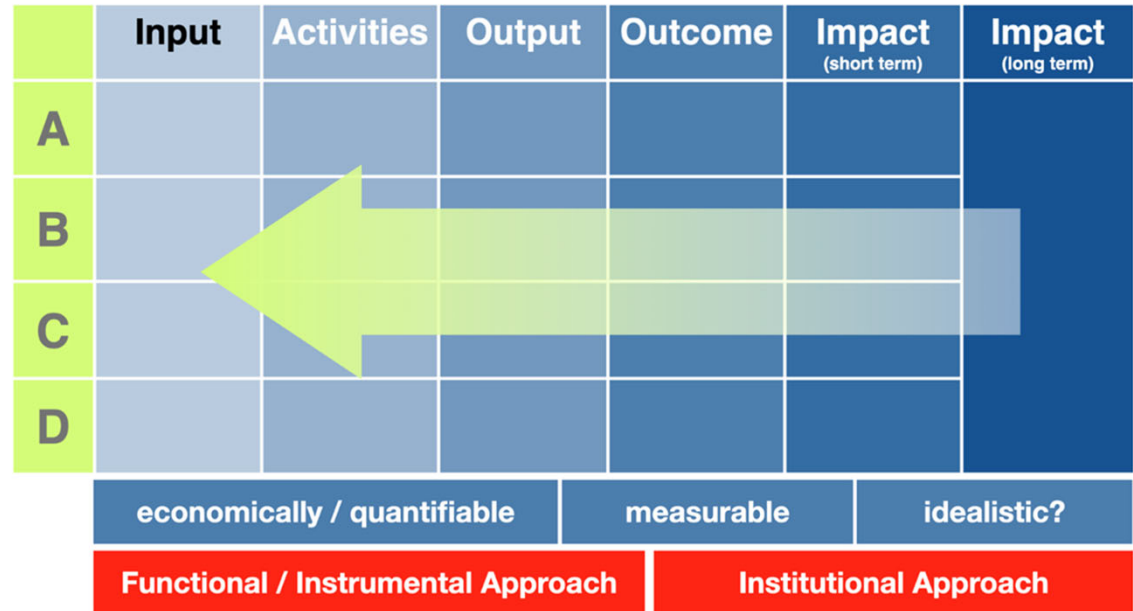
for how and why the program is addressing a specific customer need and how measurement and evaluation will assess and improve program effectiveness.

Managers do not have clear and logically consistent methods to help them with this task.” ...they will be able to

provide accountability information to stakeholders,

as well as make decisions regarding needed improvements to improve the quality of the program.”

McLaughlin, J. A., Jordan, G. B. (1999): Logic Models: A Tool for Telling Your Program's Performance Story, Evaluation and Program Planning, Volume 22, Number 1, February 1999.



Hybrid Holistic Strategy Model

by Timo Becker

PESTEL Model

Environment					
Political	Economic	Social	Technological	Environmental	Legal
- Policy - Political Stability - Taxes - Labor Law - Trade Law ...	- Growth - Inflation/ Income - Industries - Competition - Markets ...	- Population - Culture - Age Distribution - Lifestyle ...	- Innovation - Automation - R&D Activities - Infrastructure ...	- Weather / - Climate - Policies - NGO Pressure ...	- Discrimination - Antitrust - Consumer - Copyright - Laws ...
Networks / Clusters					

Business Model Canvas

Business Model				
Strategic Partners	Activities	Value Proposition	Customer Relation	Customer Segments
	Input / Resources		Distribution Channels	
Cost		Revenue		

Stakeholder Approach

external	internal
- Customers - Government - Unions / NGOs - Strategic Partners - Investors ...	- Management - Employees - Marketing / Sales - Manufacturing - HR / Works Council ...
Stakeholders	

Four Frame Model

Organization			
Structural Frame	Human Resource Frame	Political Frame	Symbolic Frame
Order - Rules - Roles - Goals - Technology - Environment ...	Satisfaction - Needs - Skills - Relationships ...	Responsibility - Power - Conflict - Competition - Politics ...	Meaning - Culture - Metaphors - Rituals - Stories - Heroes ...
- Scientific Management - Bureaucracy - Configurations - Situational Approach - Network Approach - Self-Managing Teams ...	- Human Relations - Theory X - Lean Management - Motivation Theory - Organizational Behavior - Group Work ...	- Decision Making - Conflict Management - Bargaining and Negotiations - Agency Theory ...	- Corporate Culture - Organizational Learning - Symbolic Approaches - Aesthetics - Philosophy ...

Logic Model

Strategy Logic				
Input	Activities	Output	Outcome	Impact
need?	do?	want?	want?	want?
	compare	compare	compare	compare
	actually do?	get?	get?	get?
Strategy Phase				
Operational Phase				

Objectives
- Sustainability - Resilience - Diversity - Social Impact - Economic Impact - ...

Evaluation
- want = get - want < get - want > get

Results

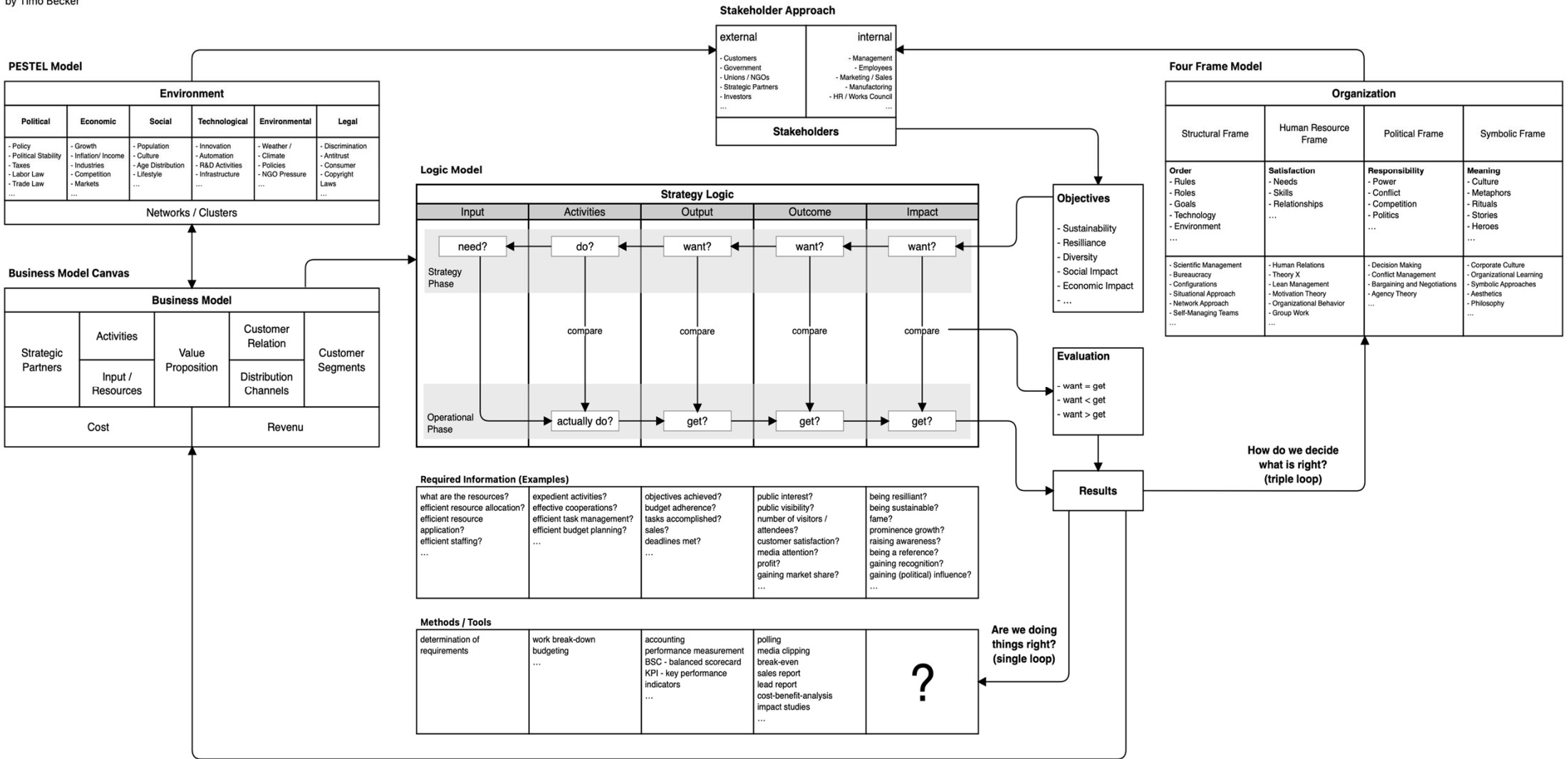
Required Information (Examples)				
what are the resources? efficient resource allocation? efficient resource application? efficient staffing? ...	expedient activities? effective cooperations? efficient task management? efficient budget planning? ...	objectives achieved? budget adherence? tasks accomplished? sales? deadlines met? ...	public interest? public visibility? number of visitors / attendees? customer satisfaction? media attention? profit? gaining market share? ...	being resilient? being sustainable? fame? prominence growth? raising awareness? being a reference? gaining recognition? gaining (political) influence? ...

Methods / Tools				
determination of requirements	work break-down budgeting ...	accounting performance measurement BSC - balanced scorecard KPI - key performance indicators ...	polling media clipping break-even sales report lead report cost-benefit-analysis impact studies ...	?

Are we doing things right?
(single loop)

Are we doing the right things?
(double loop)

How do we decide what is right?
(triple loop)





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Motivation for participation through publications and presentations at international conferences (examples)

Kaiser-Jovy, S.; Ginis, D.; Becker, T. (2023), *Socio-economics of sustainable regional development – the example of the Greek municipality of Epidaurus*. 9th International Conference on Management Studies (ICMS-2023,) September, 10, Istanbul.

Kaiser-Jovy, S.; Becker, T. (2023), *Sustainable regional and tourism development*. Bühler, A., Nufer, G. (Ed.) (2023): Nachhaltigkeitsmanagement in Sport und Kultur, Berlin: ESV

Becker, T.; Kaiser-Jovy, S. (2022), *A Strategy Framework for Regional Development*. CIET 2022 Valencia Conference Proceedings, Florida University, Valencia.

Kaiser-Jovy, S.; Becker, T. (2021), *Sustainable Events Management*. Wellbrock, W., Ludin, D. (Hg.), Nachhaltiger privater und öffentlicher Konsum – Best Practices aus Wissenschaft, Gesellschaft und Unternehmenspraxis. Springer: Gabler.

Kaiser-Jovy, S.; Becker, T.; Vujičić, M. D.; Ginis, D.; Klausmann, S. (2019), *Measuring the impacts of medium sized regional sport events – what is in it for the community and can they contribute to sustainable development of a tourist destination?*, Proceedings of International Tourism Conference (ITCD), Dubrovnik.

Becker, T.; Kaiser-Jovy, S. (2014), *Towards a Theory of Event Management*. 2014 Global Business Conference, Innovation Institute Zagreb, Dubrovnik (HR).



Wellbrock / Ludin

Nachhaltiger Konsum


Best Practices aus Wissenschaft, Unternehmenspraxis, Gesellschaft, Verwaltung und Politik

Fachbuch

Buch, Hardcover

2021

xxiii, 975 S. 61 s/w-Abbildungen, 254 Farbabbildungen, Bibliographien.

Springer Gabler. ISBN 978-3-658-33352-2 

Format (B x L): 16,8 x 24 cm

Gewicht: 1833 g

Networking the players and opening doors: Creating business opportunities. Example: the British company Team Kinetic

TeamKinetic - Our Story

1

Build better communities through communication, transparency and clarity of message

2

Support the voluntary sector with shared research, collaboration and best practice

3

Provide great tools FREE so organisations of any size can build better volunteer communities

As we strive to achieve these goals, we invite you to join us in getting more people helping out, volunteering, giving time and making a difference.



Volunteer management software that WORKS

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Try it for FREE today

Chris is one of the founders of TeamKinetic and he has helped deliver successful implementations to over 150 customers. His experience and sector knowledge ensure he is able to work with customers to manage change and to discuss how TeamKinetic will impact on policy and operations.



As an individual who has been involved as a volunteer, teacher, coach and worked in the sector Chris is able to bring knowledge and experience to bear on TeamKinetic's development and project delivery.



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Establishing research relations ...

LETTER OF VERIFICATION for Prof. Sebastian Kaiser-Jovy

Athanasios Krystallis, PhD
Executive Director
Center of Excellence in Food, Tourism and Leisure (CoEFTL)
American College of Greece (ACG)
6, Grivas str., 153 42
Athens

To whom it may concern



This is to verify that Professor Sebastian Kaiser-Jovy was selected and member of the Scientific Advisory Board of the Center of Excellence in Food at The American College of Greece.

As a member of the Scientific Advisory Board of the CoEFTL, Prof. Kaiser to the area leader (Leisure) on the revision, development, and delivery of related to the unit/area and to which the unit may be able to contribute.

Signature

Athanasios Krystallis, PhD

Executive Director
Center of Excellence in Food, Tourism and Leisure (FTL)
<https://www100.acg.edu/office/center-of-excellence-in-food-tourism-and-leisure/>
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School of Business &
Dept. of Tourism, Hospitality
Sports Management Program

TO: Professor Sebastian Kaiser, PhD
Faculty of Engineering and Business
Heilbronn University, Campus Künzelsau
Reinhold-Würth-Hochschule
Daimlerstr. 35, D-74653 Künzelsau

Dear Professor Kaiser-Jovy,

It is my great pleasure to invite you to
to 31 August 2024.

Your visit will be hosted by the Depart
(Center of Excellence in Food, Tourin

We will support your research project
through sport and culture", and provi
would like to explore further possibi

ACG will not cover the costs of your tr
your visit. I very much hope that you
to welcoming you in Athens. Please d

Sincerely,

Dr. Stella Leivadi
Assistant Professor and Program C
School of Business & Economics
Sports Management Program
Fellow, Center of Excellence Food, Tourism & Leisure

6 Grivas Street,
Aghia Paraskevi
153 42, Athens
Greece
t: +30 210 6009800
www.acg.edu

To:
Prof. Dr. Sebastian Kaiser-Jovy, MBA
Hochschule Heilbronn – Heilbronn University
Campus Künzelsau – Reinhold-Würth-Hochschule
Daimlerstr. 35, D-74653 Künzelsau

Sustainable development of Epidaurus as a tourist destination Letter of Intent

To whom it may concern,

The Municipality of Epidaurus and the Faculty of Business and Engineering of Heilbronn University of Applied Sciences, Campus Künzelsau – Reinhold-Würth-Hochschule will continue their research cooperation. The overall objective is to develop a strategy for the sustainable development of Epidaurus and the Argolis region as a tourist destination, including the perspectives of its various stakeholders and businesses.

The topic will be the central theme of the academic Summer School 2022 in Epidaurus, and will be integrated into further courses as well as Bachelor and Master theses at the Faculty Economics and Engineering of Heilbronn University in the academic year 2021/22.

The Municipality of Epidaurus wishes to examine alternative ways of sustainable touristic, economic and cultural development, based on the distinctive cultural, historical and geographical characteristics of the Municipality. The collaboration with Heilbronn University therefore is a high priority project which will not least lead to influence the visitor's perception on Epidaurus as a destination. We greatly appreciate the contribution of the research team lead by Prof. Dr. Sebastian Kaiser-Jovy and we are looking forward to a long lasting and fruitful collaboration.

The Mayor of Epidaurus
Anastasios Chronis



Last but not least ...



HHN International Summer School on Sustainable Events Management

23rd – 29th June 2018, Epidauros/GR



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ΥΠΟΥΡΓΕΙΟ ΤΟΥΡΙΣΜΟΥ



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και ΑΘΛΗΤΙΣΜΟΥ



Integration into international research networks and collaborations.
Example: The American College of Greece / Deree (Athens, GR)



Integration into multidisciplinary research networks. Example: the DFG-funded "Urban Morphosis Lab"



Prof. Dr. Lauren Ugur
International Tourism Management
Heilbronn University

A screenshot of the Urban Morphosis Lab website. The page features a navigation bar with "Quick access", "Search", and "Login" options. The main content is organized into three columns: "UML", "Publications & Lectures", and "Research". The "UML" column includes a photo of a group of people and the text "How to build a city of tomorrow?". The "Publications & Lectures" column features an "INTERNATIONAL LECTURE SERIES" section with dates and topics like "Urban and Regional Planning for Sustainable Development Goals Achievement" and "Public health crisis and urban planning". The "Research" column shows a large group photo of the lab members. A purple banner at the bottom right reads "Interdisciplinary & International Research" with a "Find out more" link. The top right corner displays the logo of Technische Universität Darmstadt and the text "Urban Morphosis Lab".

Professors und Coaches 2023 (a.o.)

- Prof. Dr. Timo Becker, *University of Applied Sciences Kaiserslautern*
- Chris Martin, *Team Kinetic, Manchester*
- Dimitri Ginis, *City Council of Epidavros*
- Prof. Gian Andrea Garancini, *European Union - International Chamber of Commerce*
- Prof. Keith Hunter, Ph.D., *University of San Francisco*
- Prof. Dr. Gernot Wolfram, *Macromedia University of Applied Sciences, Berlin*
- Prof. Bill Baltzopoulos, Ph.D., *John Moors University, Liverpool*
- Prof. Stella Leivadi, Ph. D., *The American College of Greece, Athens*
- Prof. Stella Sylaiou, Ph. D., *International Hellenic University, Thessaloniki*
- Yannis Koukmas, *Director of Audience Development and Participation, Eleusis - European Capital of Culture*

Last but not least: Providing a stage for political actors ...





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Measuring the impacts of medium sized regional sport events – what’s in it for the community and can they contribute to sustainable development of a tourist destination?

Prof Dr Sebastian Kaiser-Jovy, MBA, Heilbronn University, Faculty Economics and Engineering (Germany): sebastian.kaiser-jovy@hs-heilbronn.de (corresponding author)

Prof Dr Timo Becker, Macromedia University Freiburg (Germany): timobecker@macromedia.de

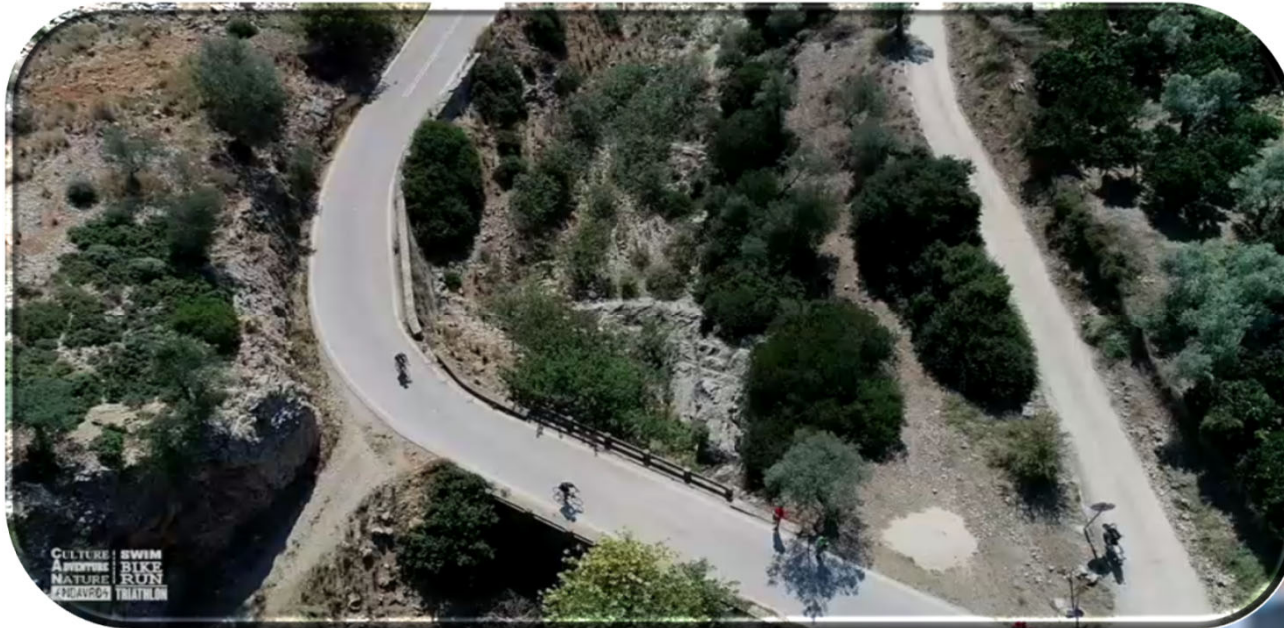
Prof Dr Miroslav D. Vujčić, University of Novi Sad, Department of Geography, Tourism and Hotel Management, Faculty of Sciences (Serbia): miroslav.vujcic@dgt.uns.ac.rs

Dimitris Ginis, Municipality of Epidauros, Member of local council (Greece): dimkaginis@yahoo.gr

Sarah Klausmann, Heilbronn University, Faculty Economics and Engineering (Germany): sarah_klausmann@web.de



Case study: Socioeconomic impact of Epidavros Action



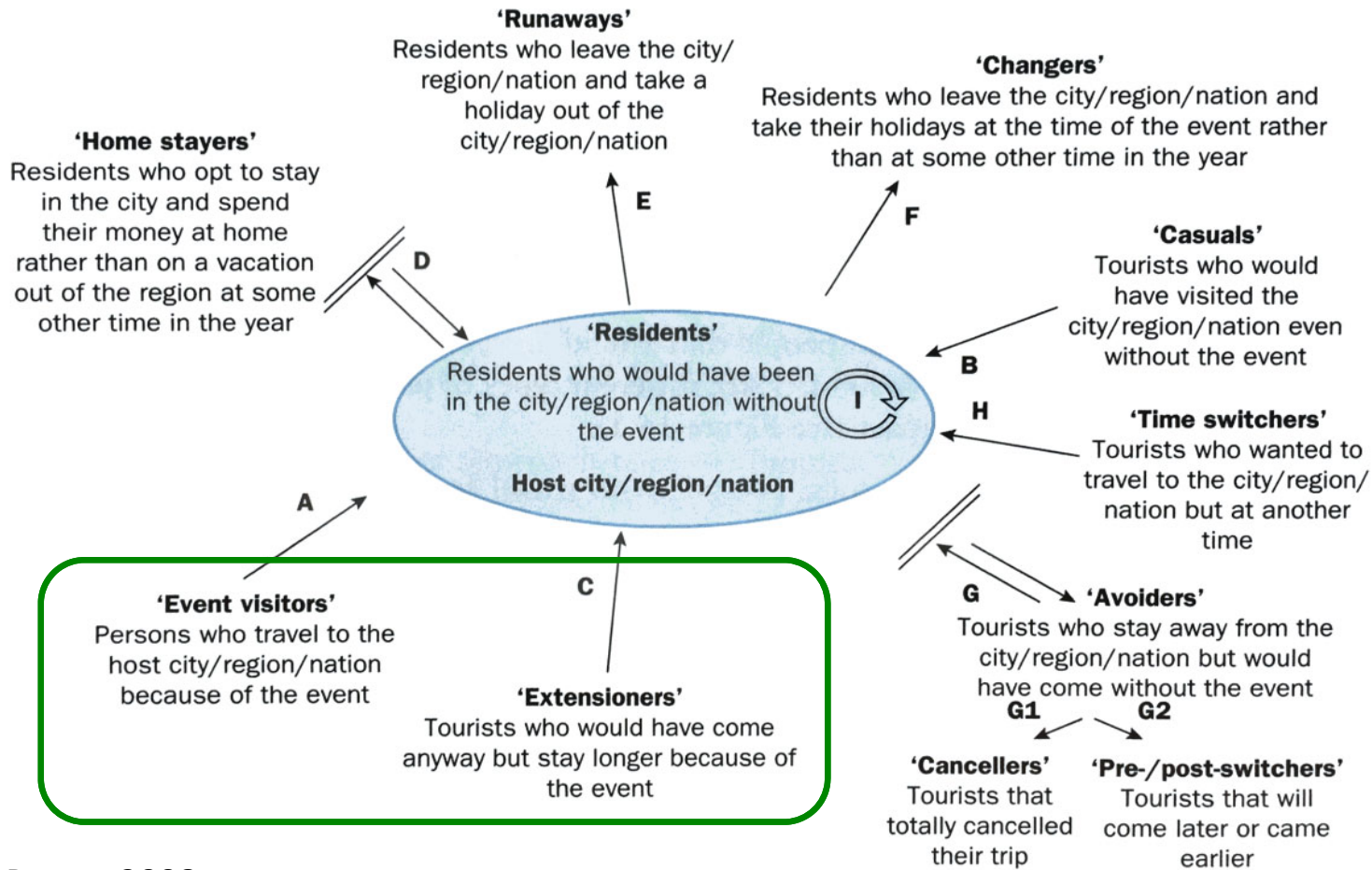
Literature Review

- Event-induced tourism has been widely studied with respect to sporting mega-events such as the Summer Olympic Games and the FIFA World Cup (Kaiser et al. 2013).
- According to Blake (2005) the economic impact varies at each location across city, region and country and the impact is in part inversely dependent on the current status of the destination.
- Furthermore, their various stakeholders see events controversially. Event opponents usually emphasize the fact that they may bring “fresh” money into the local and/or regional economy, which then leads to jobs, additional income and taxes. In addition, potential (positive) image effects as well as influences on urban development and modernization are mentioned repeatedly.
- Event opponents again come up with an inefficient use of taxpayers’ money, typically overhasty planning and decision-making, as well as high opportunity costs.

Literature Review (II)

- Small and medium size regional sport events and their various effect as well as challenges and opportunities in contrast didn't receive much research attention.
- This is even more surprising as they appear to be favorable to large international ("mega") events regarding the prospects of sustainable development of tourist destinations: Although their overall effects usually are much smaller, the costs of organization and infrastructure as well as negative externalities (incl. crowding-out effects) typically are disproportionately smaller.
- It is suggested that medium sized regional sport events can be a significant economic stimulus of which the local communities may benefit directly and indirectly in various ways.

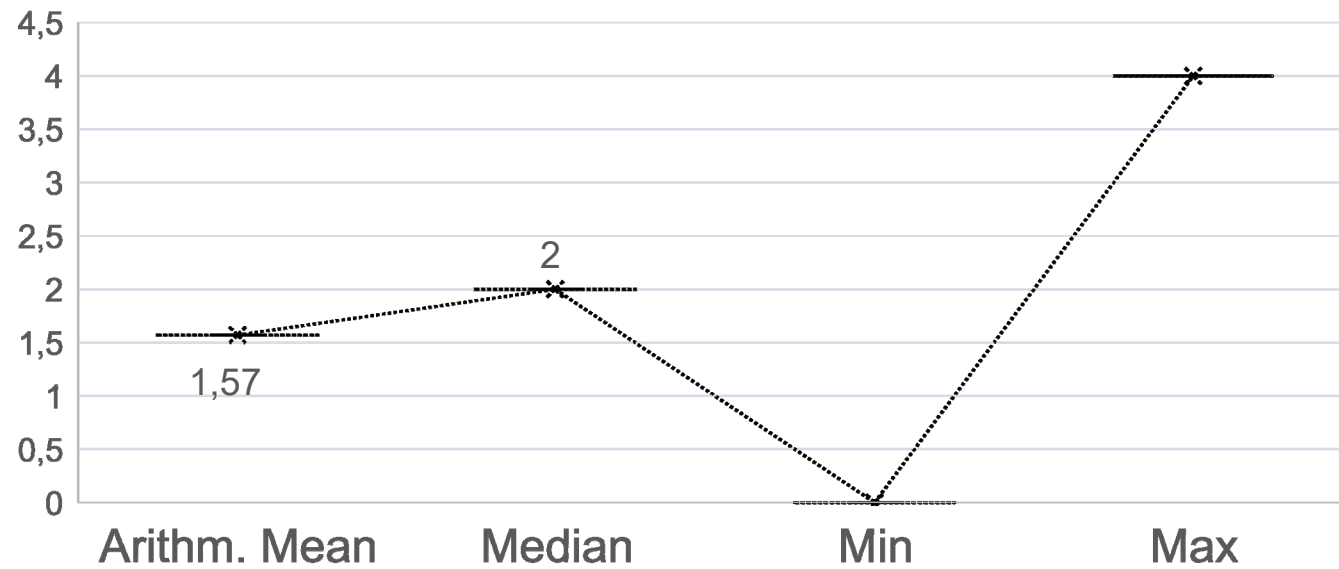
Methodology



Preuss 2008

Results

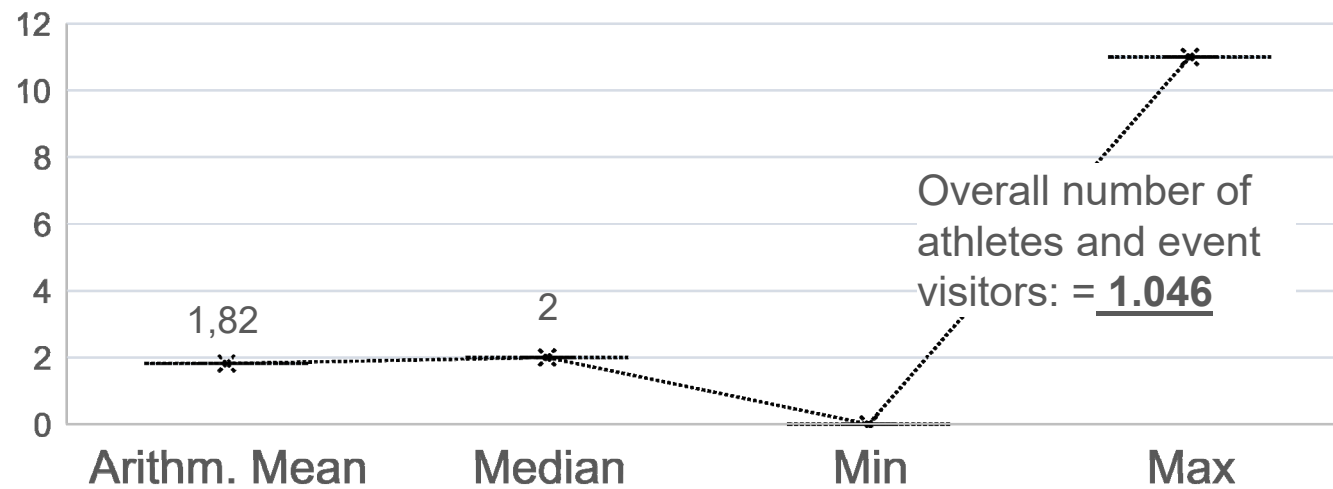
Number of days in Epidavros



N=213

Results

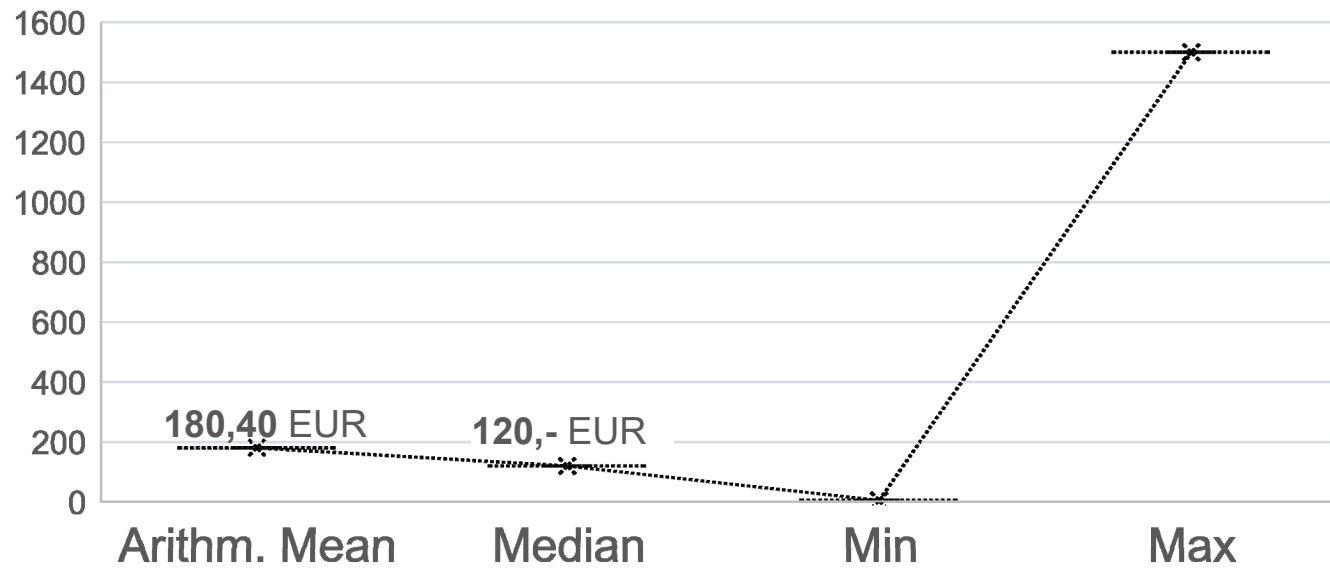
Number of accompanying people (no athletes / participants)



N=213

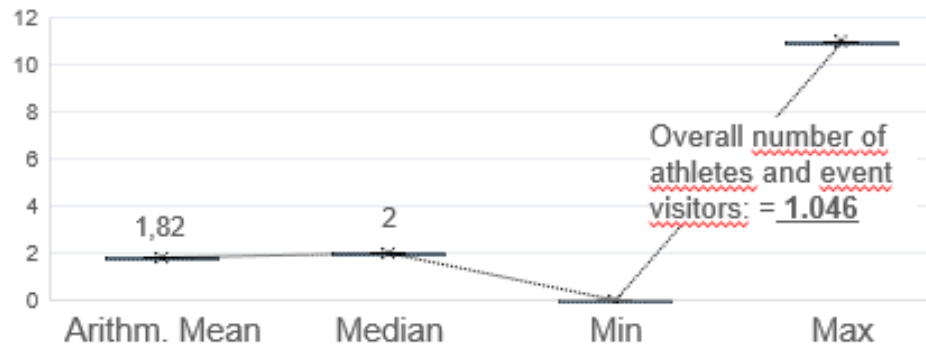
Results

Overall expenditure per person

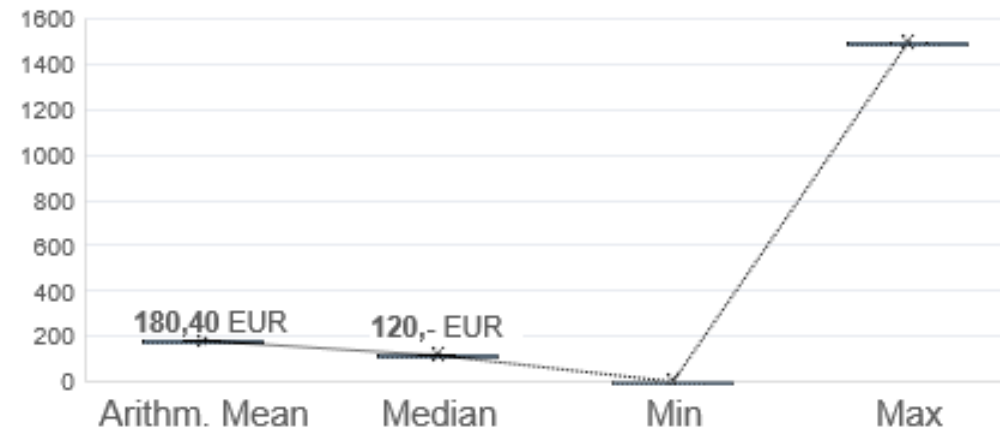


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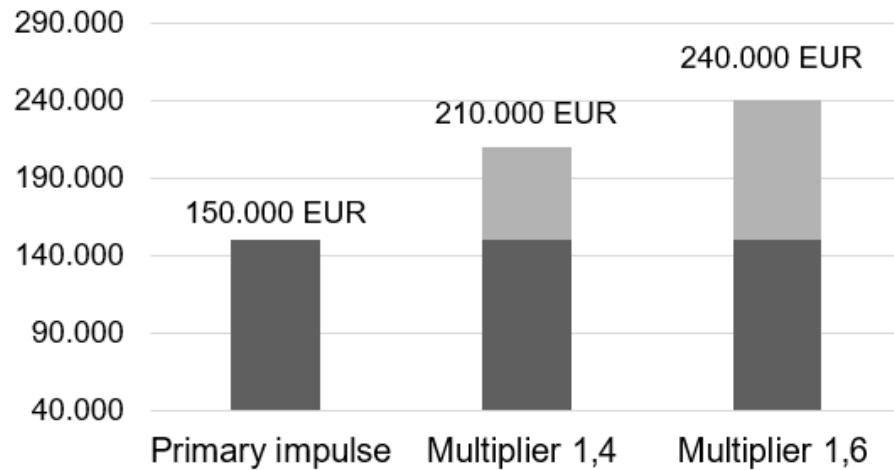
Number of accompanying people (no athletes / participants)



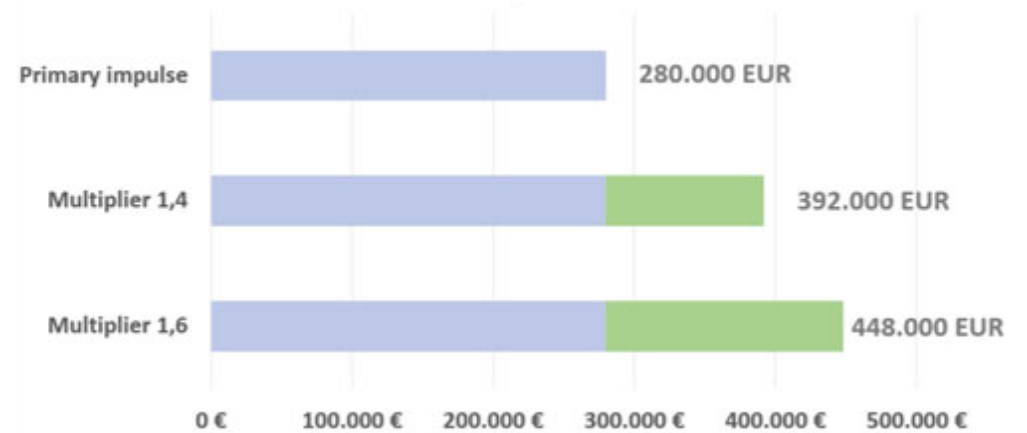
Overall expenditure per person



Overall economic impact Epidavros Action 2018



Overall economic impact POROSEA 2019



Discussion

Epidavros Action generated a direct turnover of approx. 150.000 EUR on the race weekend (“primary impulse”)

- excluding multiplier effects (future investments),
- excluding all visitors who were not accompanying an athlete,
- excluding all indirect/long-term image and marketing effects (media coverage) and
- excluding all social/community effects (social cohesion, volunteering).

Discussion

The event brought approx. 1.000 people (athletes and visitors) to Epidaurus who wouldn't have been there without the event, which led to a good use of hotel capacity and thus also raised interest in the regions various cultural and historic spots.

Satisfaction of both athletes and spectators was high, this increases the probability of people coming back and giving good recommendations.

Discussion

A small and regional event can be a significant economic stimulus of which the local community may benefit in various ways.

Being appropriately integrated into the destination-marketing strategy and given the support and the involvement of the local community and the various stakeholders it can also significantly contribute to prosperity and sustainable development of a touristic destination.

Implications

1. Leverage effect

Small events may lead to people prolonging their stay, bringing more people with them and thus also raise interest in the regions other tourist and cultural offerings. This will leverage impact, not least by helping to shorten quiet/"off peak" periods.

2. Community involvement

Small regional events can have a strong positive effect on social cohesion involving people / volunteers from different age groups and backgrounds.

Implications

3. Positive impact ratio

Especially in the case of small regional events, even if the overall impacts might be smaller, the positive effects may outweigh the disadvantages.

4. Evaluation

Continuous scientific evaluation can provide strong evidence regarding the impact and lead to best possible recommendations for action.



Join us at ISSD 2024, June 2-6, Palea Epidavros, Greece