

Table 7.4.17
Outline of Existing Cruises to Southeast Asia

Name of Cruise Company	Name of Ship	Estimated No. of Passengers in 1988	Destination
Royal Viking Line	Royal Viking Star	1500 persons	South-east Asia, China, Australia
John Swire and Sons	Coral Princess	600 "	South-east Asia, China
Cunard Line	Queen Elizabeth II	1000 "	Honolulu Hong Kong

Source: Each company

With the gradually increasing popularity as its background, a few Japanese cruise companies are going to start their operation in 1989 and 1990. For example, Fuji-Maru is due to operate about 25 times mainly on a charter basis in 1989, beginning in April 29. As far as the year 1989 is concerned, it is already almost fully-booked. Oceanic Grace, on the other hand, is to be operated about 40 times in 1989, beginning in April 22.

Table 7.4.18
Outline of Planned Cruises
by Japanese Companies

Name of Cruise Company	Name of Ship	Tonnage	Passenger Capacity	Destination
Shosen-Mitsui	Fuji-Maru	23,500 t	600 Passengers	Pacific, Hong Kong, Taiwan, China
Showa-Kaiun	Oceanic Grace	5,000 t	120 "	Japanese Waters, Korea China, Hong Kong, Taiwan
Nihon-Yusen	Crystal Harmony	49,400 t	960 "	Japanese Waters, Korea China, Alaska, Caribbean Sea, South Pacific

Source: Each cruise company

7.4.4 Coordination between Government and Private Sector

Tourism is relating to various fields as mentioned in 7.4.2. Private sector plays a large role in Greek tourism. Therefore, the coordination and cooperative relationship between public and private sectors and among private sectors is very important for tourism development and promotion.

7.4.5 Other Promotion Activities in Japan

1) Japan Air Lines

At present, direct flights between Tokyo and Athens are operated by JAL twice a week. JAL has been conducting the following measures to promote Greece:

- a) Cooperation for the study tour organized by GNTO Tokyo Office: GNTO Tokyo Office invited eight persons of travel agents to Philoxenia '88 held in Thessaloniki in March 1988. JAL offered free tickets for it.
- b) Cooperation for the press tours: GNTO Tokyo Office carried out three press tours to invite nine persons of three companies to Greece in 1988. The name of magazines and television programs concerned are "Classy" (magazine for female), "Vacation" (magazine) and "Enchanting Marine" (Television Tokyo Channel 12). JAL also offered free tickets for these press tours.
- c) Publication of Mykonos and Santorini as the special feature for JAL's in-flight magazine: JAL's in-flight magazine named "WINDS" is published monthly. It is not only delivered to all passengers of JAL but also sold at book stores in Japan. Mykonos and Santorini appeared in eight pages of the December 1988 issue of WINDS. It is estimated that several millions of people read these articles.
- d) Publication of Mykonos in the calendar of 1989: JAL publishes a calendar (Women of Beauty) annually. The beauty of Mykonos is chosen as one of twelve beauties of the world in 1989's calendar. Approximately 1 million copies of this calendar were published.

In addition to the above activities, it is to be noted that JAL is selling about 40% of the gross sales of Olympic Airways Tokyo Office to the transit passengers from JAL to Olympic Airways.

Furthermore, JAL has been conducting "Welcome to Europe" campaign jointly with 23 Foreign Government Tourist Offices (FGTO) of European countries and related airline companies, in springtime for the last three years. The contents of "Welcome to Europe" campaign are as follows:

- 1986 : Invitation of 120 couples to Europe.
Promotional activities by stewardesses
of European airline companies
- 1987 : Publication of "Book on European Tourism".
Event at Kinokuniya (a large bookstore in Tokyo)
- 1988 : Invitation of young women (about 3,000) to 2-day
cruise on Tokyo Bay.

This campaign was intended for all sorts of clientele in 1986 and 1987. However, the target has been changed to young women.

- o As mentioned above, JAL has been carrying out various kinds of measures to promote Greece and the entire Europe. However, it should be noted that such promotion activities of JAL are conducted as a part of their marketing efforts to sell their flights, and therefore, JAL's role in the tourism promotion of Greece should be regarded in conjunction with their flight operation into Greece.

2) Travel Agents

At present, about 600 travel companies are handling overseas travel in Japan. It is estimated that about 90% of Japanese tourists to Greece are joining in various kinds of package tours.

The number of package tour brands on sale in Japan already exceeds 400, and the major ones including Greece in their itineraries are tabulated in Table 7.4.19

France is most frequently patronized in packaged tours to Europe (391 times), followed by Italy (228), Switzerland (218) and United Kingdom (191). Package tours with France as a mono-destination are also the most popular (24 times).

Greece's frequency of appearance is 107 times in total, which is slightly lower than Spain (127) and West Germany (124). In the package tour category, Greece appears the most frequently in the itineraries of RECRUIT YOUNG TOURS. About 80 to 90% of the participants in RECRUIT YOUNG TOURS are students, mostly females.

Table 7.4.19
Major Package Tours from Japan to Europe

	JAPAN TRAVEL BUREAU	KINKI NIPPON TOURIST	NIPPON TRAVEL AGENCY	JAPAN CREATIVE TOURS	JETOUR	RECRUIT INTER- NATIONAL	TOTAL
Package Tour brand	LOOK	HOLIDAY TOUR	MACH	JALPAK	JETOUR	RECRUIT YOUNG TOUR	
Number of Tour courses to Europe	177	89	73	75	49	55	509
Greece	32(0)	19(1)	13(1)	6(0)	4(0)	33(0)	107(2)
United Kingdom	44(3)	33(2)	26(1)	31(3)	12(3)	45(0)	191(12)
France	129(8)	68(7)	56(1)	70(4)	13(3)	55(1)	391(24)
West Germany	42(1)	14(0)	17(1)	14(1)	7(1)	30(0)	124(4)
Switzerland	71(0)	36(4)	31(1)	31(0)	6(0)	35(0)	210(5)
Italy	69(7)	32(1)	32(1)	37(1)	8(2)	50(0)	228(12)
Spain	35(5)	20(1)	12(1)	16(2)	8(3)	36(0)	127(12)

Source: Brochure of Each Company

Note : Figures in () represent the number of tour courses which include only the country concerned - mono destination

The profile of the 107 tour courses in which Greece appears is shown in Table 7.4.20 and 7.4.21. Their major characteristics are as follows:

- a) The duration of tours is 13.6 days on the average. The duration of 5 package brands except YOUNG TOUR is 10.5 days on an average since YOUNG TOUR is different from other package brands in character.
- b) The average price of package tours is 445,341 yen (about 0.5 million drachmas).
- c) The number of cities included in the itinerary is 5.6 on an average. But it is 4.2 cities on the average, excluding YOUNG TOUR.
- d) The number of hotel nights in Greece is 2.4 on an average.
- e) With regard to the frequency of each city's appearance in the 107 tour courses, Paris (91 times), Rome (63), London (36), Madrid (35) and Geneva (27) occupy the top five ranks.

"Look" of Japan Travel Bureau is the most popular package tour brand for honeymooners.

Table 7.4.20
Profile of Major Package Tours in Japan

	LOOK	HOLIDAY	MACH	JALPAK	JETOURL	YONG TOUR	TOTAL
Number of Tour Courses to Greece	32	19	13	6	4	33	107
Duration of Tour on An Average	10.5	10.6	10.0	11.0	9.5	20.7	13.6
Price of Tour Courses on An Average	473,750	537,769	488,385	540,667	319,500	345,530	445,341
	city	course					
	1	0	0	0	0	0	0
	2	2	2	1	0	1	6
	3	6	9	4	1	2	23
	4	12	3	1	3	1	20
	5	4	3	5	1	0	16
Number of Cities Included in Itinerary	6	5	1	1	0	1	11
	7	2	0	0	0	0	7
	8	0	1	1	0	0	4
	9	1	0	0	0	0	3
	10	0	0	0	0	0	7
	11	0	0	0	0	0	5
	12	0	0	0	0	0	3
	13	0	0	0	0	0	1
	14	0	0	0	0	0	0
	15	0	0	0	0	0	1
Number of Hotel Nights in Greece on An Average	2.2	2.8	2.6	2.0	2.8	2.0	2.4
Number of Tour Courses with Tour Conductor	32	10	8	6	0	31	87
Number of Departures	855	430	152	71	172	326	2,006

Source: Each travel agent

Note : The the package tours between Oct. 1988 and Mar. 1989.

Table 7.4.21
Frequency of Each City's Appearance in Package Tour Courses

		LOOK	HOLIDAY	MACH	JALPAK	JETOUR	SUB TOTAL	YOUNG	TOUR TOTAL
United Kingdom	London	4	3	0	1	1	9	27	36
France	Paris	28	11	11	6	4	60	31	91
	Versaille	3	0	0	0	0	3	1	4
	Marsaille	0	0	0	0	0	0	1	1
	Nice	1	0	0	0	0	1	3	4
	Ancecy	1	0	0	0	0	1	0	1
West Germany	Munich	2	2	0	0	0	4	9	13
	Frankfurt	0	0	0	0	0	0	5	5
	Buhl	2	0	0	0	0	2	0	2
	Fussen	1	0	0	0	0	1	7	8
	Erlagen	1	0	0	0	0	1	0	1
	Heidelberg	1	0	1	0	0	2	12	14
	Rothenburg	1	1	0	0	0	2	9	11
	Hohenschwangau	1	0	1	0	0	2	0	2
	Angsburg	0	0	0	0	0	0	1	1
Rudesheim	0	0	1	0	0	1	0	1	
Belgium	Brussels	0	0	0	0	0	0	1	1
	Bruges	0	0	0	0	0	0	1	1
Netherlands	Amsterdam	0	0	0	0	0	0	1	1
Switzerland	Geneva	11	4	2	5	1	23	4	27
	Zurich	1	0	0	0	0	1	11	12
	Bern	0	0	1	0	0	1	0	1
	Lausanne	1	0	0	0	0	1	2	3
	Grinderwald	2	1	1	0	0	4	0	4
	St. Moritz	0	0	1	0	0	1	0	1
	Luzern	2	0	2	0	0	4	2	6
	Montreux	2	0	0	0	0	2	0	2
	Interlaken	1	0	0	0	1	2	5	7
Lugano	1	0	0	0	0	1	0	1	
Austria	Vienna	5	2	1	1	0	9	15	24
	Salzburg	0	0	0	0	0	0	2	2
Italy	Rome	14	8	6	4	1	33	30	63
	Venice	6	1	0	0	0	7	13	20
	Milan	3	0	1	0	0	4	6	10
	Florence	2	2	0	0	0	4	17	21
	Pisa	0	0	0	0	0	0	1	1
Spain	Madrid	6	1	2	2	0	11	24	35
	Barcelona	1	1	1	0	0	3	7	10
	Granada	2	0	0	0	0	2	0	2
	Toledo	1	0	0	0	0	1	0	1
Yugoslavia	Dubrovnik	0	0	0	0	0	0	1	1
Cyprus	Nicosia	0	1	0	0	0	1	0	1
	Larnaca	0	1	0	0	0	1	0	1
Turkey	Istanbul	2	1	1	1	0	5	4	9
	Ankara	0	0	0	0	0	0	1	1
	Cappadocia	0	0	0	0	0	0	1	1
Egypt	Cairo	1	3	1	0	0	5	2	7
	Luxor	0	3	1	0	0	4	0	4
USA	New York	0	0	0	0	0	0	1	1
	Washington D.C.	0	0	0	0	0	0	1	1

Source: Each travel agent
Note : The same as that of Table 7.4.20

3) Mass Media

(1) Newspaper

There are 124 daily newspapers in Japan. Its total publication was about 69 million and the publication per 1,000 persons was 569 in 1986. Japan's total publication was the 2nd in rank next to USSR and its publication per 1,000 persons occupied the 1st place in the world, followed by East Germany (550), Sweden (521), United Kingdom (414) and so on. As presumed from the above mentioned figures, Japanese adult people happen to read newspapers everyday.

Of the 124 daily newspapers mentioned above, there are five major newspapers covering the whole area of Japan, which frequently carry the advertising and the articles introducing tourist spots abroad. The circulation of the above five major newspapers is as follows:

Table 7.4.22
Circulation of Five Major Newspapers in Japan

Name of Newspaper	Circulation (No. of copies/day)
The Yomiuri Shimbun	9,099,600
Asahi Shimbun	7,765,000
The Mainichi Newspapers	4,115,700
The Sankei Shimbun	2,067,000
Nihon Keizai Shimbun	2,523,000

Source: Japan Newspapers Association

Advertisements of overseas travel and articles introducing foreign countries by journalists often appear in the newspapers. Among the above newspapers, advertising or introduction of foreign countries appeared 81 times in the Yomiuri Shimbun and 49 times in the Asahi Shimbun during Jan. 1987 to Oct. 1988.

The frequency of appearance by country in these 2 newspapers is shown in Table 7.4.23. China (30 times), Australia (17) and USA (12) occupy the top three ranks. For European countries, United Kingdom (4 times), West Germany (4), France (3), Switzerland (3), and Italy (3) appeared frequently. Greece appeared once in the Yomiuri Shimbun. This article was the introduction of back-pack travelling in Greece.

- o The circulations of major Japanese newspaper are fairly large and widely report the affairs of the world. It is considered that those newspapers are playing a significant role in forming Greece's image among Japanese people. Therefore, it seems necessary to approach to newspapers so

Table 7.4.23
 Frequency of Appearance by Country in Newspapers, Magazines, and
 Television Programmes in Japan, Jan. 1987 - Oct. 1988

	Newspaper			Magazine				Television			Total
	The Daily Yomiuri	Asahi Shimbun	Jub. Total	an AA	torio	randu	Sub Total	Handbook The World	Discover The World	New World Journey	
1 Norway	1										1
2 Sweden											
3 Finland						1	1				2
4 Iceland											
5 U.K.	1	1	4			2	2	3	1	1	11
6 Ireland			1								1
7 France	1	2	3	2		8	3	3	2	3	19
8 W. Germany	4		6			3	2	3	2	1	19
9 E. Germany								1			1
10 Denmark	1	1	2					1			3
11 Netherlands	2		2					1	2		5
12 Belgium								1			1
13 Switzerland	1		1			3	3	2	1	1	10
14 Austria								2	2		4
15 Italy	3		8	1	1	2	4	2	2	3	19
16 Greece	1		1					2	1	1	5
17 Spain		2	2	2		2	4	2	2	1	11
18 Canada	1		1								2
19 Yugoslavia								1		1	2
20 Hungary	1		1								2
21 Poland		1	1					1			2
22 Czechoslovakia											
23 USSR	1	1	2			1	1	2	1	2	8
24 Canada						1	1	2	1	2	6
25 USA	7	3	13	1		2	1	2	14	3	47
26 Mexico	2		2		2	2	4	2		1	7
27 Mexico	2		2			2	2	2	1	1	8
28 Guatemala											
29 Honduras								1			1
30 Costa Rica								1			1
31 Jamaica						1	1				2
32 Dominica								1			1
33 Caribbean									1	1	2
34 Barbados	1		1					2	1	2	6
35 Colombia		2	2						1	2	5
36 Peru											
37 Bolivia								1			1
38 Chile		1	1						1	1	3
39 Argentina									1	1	2
40 Australia	3	11	12	1		8	2	3	1	3	24
41 New Zealand	1	1	2			1	2	2	1	1	8
42 Guam						1	1	4			5
43 Japan						1	1	2			3
44 Korea						1	1	2			3
45 Papua	1		1					1			2
46 PNG	1		1								2
47 N. Korea											
48 S. Korea											
49 Taiwan											
50 China	24	6	30			2	2	10	5	3	50
51 DPR Korea								1			1
52 RPR Korea	1		1			1	1			2	4
53 ASEAN									1	1	2
54 Thailand											
55 Taiwan											
56 Hong Kong	1		1			2	2	1	1	2	8
57 Macao						1	1				2
58 Philippines						1	1				2
59 Malaysia						1	1	2	1	2	6
60 Singapore	1		1			1	1	2		1	6
61 Indonesia		1	1			1	1	2	2	1	7
62 Thailand	2		2	2		3	3	4	1	1	13
63 Brunei											
64 Vietnam	1	1	2			1	1				4
65 Laos	1		1					2			3
66 Cambodia	1		1					3			4
67 Burma		1	1								2
68 USA	1	1	2			1	1	3	5	1	14
69 Sri Lanka						1	1				2
70 Pakistan	1	1	2					3			6
71 Nepal								1	1	2	4
72 Nepal								1	1	2	4
73 Tibet											
74 Oman									1	1	2
75 Iraq									2	1	3
76 Turkey		1	1			1	1	2	1	1	6
77 Egypt						1	1	1	3	2	6
78 Tunisia						2	2	2	1	1	6
79 Morocco								2	1	2	5
80 Algeria								1			1
81 Libya						1	1	2	1	2	6
82 Kuwait								3			3
83 Azerbaijan								1			1
84 Azerbaijan								3		1	4
85 Zimbabwe									1		1
86 Botswana								4			4
87 Botswana								1			1
88 Botswana								2			2
89 Botswana								2	1		3
90 Botswana								1			1
91 Botswana								1			1
92 Botswana								1			1
93 Botswana								1			1

Source: Each newspaper, magazine and television broadcasting company
 JNTO (Japan National Tourist Organization)

that some articles helpful to promoting Greek tourism may be published in such newspaper, taking an opportunity of worldwide events in Greece.

However, judging from the present situation of GNTO Tokyo Office's budgets and capacity, it is not considered for the time being that this promotional measure is to be made much of.

(2) Magazine

Magazines for females, especially for young women have been playing an important role in generating domestic and international tourism.

Although the influence of such magazines are no longer strong as they used to be, they are still influential to young women. The circulation of major magazines for young females is shown in Table 7.4.24

Table 7.4.24
Circulation of Major Magazines for Young Females

Name	Circulation (No. of copies)	Frequency
an an	650,000	Weekly
nonno	1,300,000	Twice/month
croissant	600,000	Twice/month
MORE	800,000	Monthly
with	800,000	Monthly
vivi	470,000	Monthly
Can Cam	550,000	Monthly
JJ	650,000	Monthly
Rurubu	300,000	Monthly

Among these publications, the articles introducing overseas tourist destinations appeared five times in "an an", five times in "nonno", and twenty-two times in "Rurubu" between January 1987 and October 1988. "Rurubu" is a monthly magazine specialized in domestic and overseas travel. The other two magazines deal mainly with ladies' fashion, beauty tips, food, and cooking. Such articles occupy 80% of each magazine's contents, except "Rurubu."

Frequency of appearance by country in the three magazines is also shown in Table 7.4.23. France (8 times), USA (8), and Australia (7) have higher rankings, followed by Hong Kong (5), Singapore (5), Indonesia (5), Thailand (6), Italy (4), Spain (4), Hawaii (4), and Guam (4). Greece has not been appearing in these magazines for the past two years.

- o Magazine has some specific magazine clientele and exerts a large influence on them. Consequently, it is important to utilize the influence of the magazine in vogue, in case of promoting Greek tourism by market segment.

(3) Television Programme

The number of television sets in Japan is approximately 67.2 million in total and its number per 1,000 persons 563 sets. Both figures are the second highest in the world next to USA. Television is considerably influential to people's life in Japan. As for the share of total advertising expenses in Japan, television is ranked the first place (29.8%), followed by newspaper (25.1%), and magazine (6.5%), radio (4.4%), and others.

There are seven television broadcasting companies covering the whole area of Japan and many programmes are broadcast with the theme of overseas travel every week on a regular basis. The television programmes with the theme of overseas travel are shown in Table 7.4.25.

As for the television ratings of the programmes concerned in Kantoh District during October 31 to November 27, 1988, "Naruhodo! The World" (29.6% on the average) ranked first, followed by "How Much is it in the World?" (17.7%) and "Discover the World Mystery" (15.1%).

Kantoh district, the central part of Japan, includes Tokyo and 6 prefectures (Ibaragi, Tochigi, Gumma, Saitama, Chiba, Kanagawa), in which about 12.9 million households and 38 million population in total are inhabited (2.96 persons per household). Ten percent of television ratings generally means that 3.8 million people watch the programme on television even only in Kantoh district.

The top three places of television rating are all occupied by "quiz programmes" during the period concerned. It is one of the recent tendencies that quiz programs are very popular on television. It is considered that these television programmes significantly contribute to the introduction of tourist destinations abroad.

Out of the 13 programs, "Naruhodo! The World" was broadcast 100 times, "Discover The World Mystery", 93 times, and "New World Journey", 59 times, respectively, during January 1987 to October 1988.

Frequency of appearances by country in the above programs is also shown in Table 7.4.23. The total frequency of appearance of USA (27), China (18), France (16), and UK (13) are quite understandable. However, other than the above four countries, India (11) and Egypt (8) are unexpectedly showing high frequency of appearances.

Table 7.4.25
Television Programmes with the Theme of Overseas Travel

(Unit : %)

Name of Programme	Day	Time	TV Station	Television Rating in Kanto District				
				10/31-11/6	11/7-11/13	11/14-11/20	11/21-11/27	Average
Miss Kaoru Kanetaka's World Journey	Sun	8:00 AM 8:30 AM	TBS	9.8	6.5	6.6	6.9	7.5
Wonderful World Journey	Sun	7:30 PM 8:00 PM	NTV	9.4	9.3	10.3	6.8	9.0
New World Journey	Sun	8:00 PM 8:54 PM	TBS	8.1	-	8.0	6.9	7.7
Earth is Our Treasure Land	Sun	7:00 PM 7:30 PM	ANB	-	7.4	5.4	-	6.4
(Quiz) Two Sides of the World	Mon	8:00 PM 8:54 PM	ANB	-	-	6.6	6.2	6.4
Shopping around The Earth	Mon	9:00 PM 9:54 PM	ANB	3.9	4.8	6.4	4.4	4.9
(Quiz) NARUHODO! The World	Tue	9:00 PM 9:54 PM	CX	25.2	17.7	18.1	21.4	20.6
(Quiz) World is the Business!	Wed	8:00 PM 8:54 PM	NTV	8.8	11.1	9.9	10.8	10.2
(Quiz) Eat The Earth Whole!	Wed	9:00 PM 9:54 PM	TX	13.6	11.3	11.2	14.2	12.6
(Quiz) How Much is The World?	Tue	8:00 PM 8:54 PM	TBS	19.9	16.7	16.7	17.6	17.7
Marriage Ceremony of The World	Sat	10:00 AM 10:15 AM	TBS	3.6	4.2	3.2	5.1	4.0
(Quiz) Discover The World Mystery	Sat	9:00 PM 9:54 PM	TBS	15.6	13.2	16.5	15.1	15.1
Earth is Very Delicious	Sat	10:00 PM 10:54 PM	NTB	7.5	5.6	7.0	8.7	7.2

Greece's number of appearances (4) is equal to those of Switzerland and Austria, being far behind those of France, UK and Italy. To be concrete, in "Discover The World Mystery", Greece was taken up in the special program of Olympic Games that was on air on August 27, 1988 just before Seoul Olympic Games. On the other hand, in "New World Journey", Greece was broadcast under the title "Fantasy of Atlantis -- Going the Enigmatical Aegean Sea" on November 8, 1987.

Note: Quiz programs on television are generally proceeded as follows:

- . On the basis of television shooting abroad, one question is offered to several respondents using video tape.
- . Most of these respondents are movie stars, singers, comedians, writers and so on.
- . The respondents answer the question seriously or comically.
- . Finally, the right answer is given with video tape again.
- . 4 or 5 questions are presented in a span of one hour concerning the same country.

- o Television has a large influence on people's life, particularly in Japan. Furthermore, television can convey the vivid image of actual life. Therefore, it is meaningful for GNTO to cooperate with Japanese television broadcasting companies so that Greece may appear on television as many times as possible, although it is fairly difficult to squeeze into the concerned television programmes under the fierce competition with many other countries.

(4) Guide Books and Other Books

Though there are many kinds of Greek tour guide books published in Japan, the followings are major ones:

- . Pocket Guide "Greece and Aegean Sea"
..... Japan Travel Bureau
- . Blue Guide "Greece and Aegean Sea"
..... Yama to Keikoku-sha
- . Area Guide "Greece and Aegean Sea"
..... Shobun-sha
- . How to Walk Around The Earth "Greece and Aegean Sea"
..... Diamond-sha
- . Orange Travel Press "Greece and Aegean Sea"
..... Kasakura - Shuppan-sha

It is supposed that these guide books share more than 90% of the total. In those guidebooks, descriptions unfavorable for promoting Greek tourism in the Japanese market are quoted as follows:

Japanese tourists are often cheated in Syntagma Square. When you are enjoying a show at some cabaret, beware of inviting hostesses, who are fond of ordering champagne to your table. The bars in major hotels are the safest places for drinking. There are minimum charges (about 1000 drachmas) applied to some cabarets and night clubs. But it is hostesses' job to make their customers spend as much as possible in some way or other. It is a daily occurrence that a customer loses colour when he looks at his bill amounting to 500 US dollars after 1 hour of drinking. (Blue Guide/p.171)

You have to be careful of taxi drivers who purposely wait for tourists and amiably speak in Japanese. If you take a ride on the said taxi, you are likely to be charged extraordinarily high after being taken about here and there. (How to Walk Around the Earth/p.73)

You have to be careful at night in Athens because there are gentlemen who try to take you to a bar or some other good place known to only a few people. In such a case, you must not follow them, even if they invite you enthusiastically. Once you enter a bar, a few hostesses looking forward to a tourist eagerly order champagne without their permission and on top of all this, charge an extra payment. The aforesaid gentlemen disappears before you even notice it. (Pocket Guide/p.66)

When you hear the word "shopping in Europe", immediately the places such as Paris, Milan and so on come to your mind. France and Italy are rich in the articles for shopping. Inasmuch as Greece and Athens can not generally compare with these countries in this respect, some of the Greek products are of high quality even if they are compared with the same ones from other countries. (How to Walk Around the Earth/p.45)

There is no souvenir in Athens that can match those of London, Paris and Rome. (Blue Guide/p.168)

There are several large scale strikes during November to February annually since the restriction of strikes was lifted a years ago. The strikes of post office, bank, taxi, bus and so on are incredible. (How to Walk Around the Earth/p.75)

Apart from the aforementioned unfavorable descriptions, photographs used in these guidebooks are generally black and white and not so appealing.

- o Guidebooks are generally used after the destinations are determined. Therefore, they do not seem to have the function of generating tourism demand to Greece. However, it is considered that guidebooks are playing a significant role in forming the image of the destinations concerned before and after overseas travel.
- o In the case of Japanese in particular, it is likely that some person's evaluation can influence another person's point of view. It is considered that the above-mentioned unfavourable descriptions lead to the low evaluation of Greece, shown in the results of the market survey previously mentioned.
Also, in many cases of word-of-mouth communication on travel, Greece's image is conveyed through personal experience, and descriptions and photographs in guidebooks. Consequently, it is required for GNT0 to pay an appropriate attention to the contents of guidebooks.
- o Some books on Greece are published also in Japan and are increasing in number. Most of them are on Greek tragedy and ancient history. These books are significant for the promotion of SIT (special interest tours). Furthermore, in order to appeal Greece's image and attractiveness to the general public, it is desirable that informations on various aspects of Greece are available through books.

4) Exhibitions Relating to Overseas Culture and Travel

There are 187 museums in Tokyo and 2,554 in the whole area of Japan, which are classified as shown in Table 7.4.26. Many exhibitions are held at these museums annually. The exhibitions of foreign countries' art and history, etc., are held at national museums. The National Museum of Tokyo and the National Museum of Western Art, Tokyo, are famous for their history and scale among national museums, both of which are located in Ueno district of Tokyo.

Table 7.4.26
Number of Museums by Type

Area	Nat'l	Public	Private	Univ.	Total
Tokyo	10	63	93	21	187
Whole Country	38	1,482	977	57	2,554

Source: Japan Museum Association

In recent years, "Exhibition of Grand Egypt" (1988: 350,000 visitors), and "Exhibition of Treasures in Topkapi Palace" (1988: 150,000 visitors) were held at the National Museum of Tokyo and "Exhibition of Gogh" (1985: 398,088 visitors), "Exhibition of El Greco" (1986: 252,038 visitors), and "Exhibition of Western Art" (1987: 611,983 visitors) were

held at the National Museum of Western Art, Tokyo, respectively.

In these years, there were no Greek exhibitions in Japan which were cooperated by Greek organization, compared with other countries' energetic efforts to introduce their culture to Japanese people. Greek overnment's indifferent attitude in this respect is quite questionable also from the viewpoint of tourism promotion.

On the other hand, there are many department stores in Japan as shown in Table 7.4.27. Generally speaking, the department stores in Japan are given prestigious status in the commercial sector as well as in the cultural sector as compared with some famous stores in Europe and USA. They are unique in the sense that they are comprehensive. Not only do they carry wide range of commodities (from the famous name brand items to daily necessities, etc.) but also project information on new fashion and style of living. Example of such stores are Mitsukoshi and Takashimaya, with about 100,000 customers per day on a weekend respectively.

These department stores hold various kind of exhibitions and fairs in order to attract customers. For example, "Exhibition of Vienna" (April 1988), "Exhibition of China" (May 1988), "Exhibition of Italy", (May 1988), "Exhibition of Korea" (September 1988), "Exhibition of Spain" (October 1988) are held at Mitsukoshi Department Store (Tokyo), and "Exhibition of Grand China" (February 1988), "Netherlands Festival" (March 1988), "Exhibition of Grand Italy" (September 1988) at Takashimaya Department Store (Tokyo), respectively. As mentioned above, about 100,000 customers per day visit Mitsukoshi department store on weekend and 60,000 to 70,000 on a weekday. It is estimated that 30-50% of those customers visit the site of the exhibition.

Table 7.4.27
Number of Department Stores

Name of Districts	Number of Companies	Number of Stores
Hokkaido	8	14
Tohoku	14	29
Kanto	26	88
Chubu	8	20
Kinki	13	40
Chugoku/Shikoku	15	25
Kyushu	27	32
Total	111	248

Source: Japan Department Stores Association

Note : The above figures represents the number of department stores that participate in Japan Department Stores Association.

The exhibitions and fairs held at department stores are generally classified into two categories - one of cultural character and another one of sales promotion. Anyhow, such exhibitions and fairs of foreign countries contribute to the tourism promotion through providing information on those countries.

- o Also, in the case of department stores' exhibitions and fairs, there were no Greece-related events in recent years. The Study Team got an impression that restrictive procedures of administration are applied to lending out Greek arts to foreign commercial sector. It is recommendable to examine the current situation of Japanese department stores and Greece-related regulation in this respect.

7.5 Foreign Investment

7.5.1 Investment Policy

Government policy is to welcome foreign investment provided it meets certain conditions such as the importation of modern technology, job creation and promotion of Greek export, defined as "Productive Investment". There are three legislations relevant to foreign investment. One for all nationalities, one for EEC residents and one for non-EEC residents (See Table 7.5.1).

Legislative Decree 2687/53: Applicable for all nationality or residence. This specifies the rules of protection and movement of foreign capital. Although the property rights of investors are constitutionally protected, the imported foreign capital can not be re-exported without clearing the L.D. 2687/53.

Presidential Decree 207/87: Introducing complete freedom for productive investment from other EEC member countries.

Act 825/86: Applicable for non-EEC residents. This permits the free export of profits and interests with only restriction on the exporting of the product of liquidation of the investment.

Table 7.5.1
Comparative Table of Legislative Movement
of Foreign Capital Imported to Finance Productive Investments

	Legislative Decree 2687/53	Presidential Decree 207/87	Act 825/86
Agency of foreign capital:	Any, regardless of nationality of residence	EEC residents	Non-EEC residents
Purpose of import:	Productive investment	Productive investment	Productive investment
Checks to be carried out:	Legality and ¹ feasibility	Type ² authenticity ³ legality and residence of the investor	Type, authenticity and legality
Agency to conduct checks:	Min. of Nat. Econ.	Min. of Nat. Econ.	Bank of Greece
Terms for re-export of capital (through profits):	10 years ⁴ 10% annually	No restriction	No restriction (cumulatively)
Terms for export of profits:	12% of capital annually ⁵	No restriction	No restriction
Terms for export of product of liquidation:	1 year after import	No restriction	3 years after import

1. Checks of legality and feasibility: that the investment is in compliance with the law and that it will contribute to the development targets of economic policy.
 2. Checks of type: the legal nature of the real data which the benefactor invokes for the import of capital.
 3. Check of authenticity: the extent to which the capital imported is destined for the proposed investment or whether some other purpose is concealed.
 4. In some cases a shorter period of time is set.
 5. The ability to make cumulative exports is provided by law.
- ^o Presidential Decree 207/87 and Act of the Governor of the Bank of Greece 825/86 also refer to certain other forms of investment.

- o Under L.D. 2687/53 and P.D. 207/87, capital imported for use in productive investments from EEC countries are provided complete freedom, while restriction on export of product of liquidation remains for non-EEC countries.

Whichever piece of legislation he chooses, the foreign investor is entitled to request the investment incentives available in Greece for productive investments. Incentives for new investment are mainly provided by Law 1262/82, Integrated Mediterranean Programmes (IMPs), and EEC Regulations 355/77 and 4028/86. The first two are related to tourism investment and outlined as follows:

1) Incentives Under Law 1262/82

Purpose: This places great stress on decentralization and regional development for private investments.

Eligible Investment: Include the following main items directly related to tourism:

- (a) Construction, extension, and modernization of hotel facilities and their auxiliary facilities.
- (b) Purchase of new machineries and vehicles with more than seven seats.
- (c) Building, expansion, and modernization of hotel units, tourist apartments, hostels, camping sites, facilities for winter tourism, mineral spa facilities, and the purchase of equipment for the above.
- (d) Expenses for the repair, restoration, and conversion of designated traditional houses and buildings for their use as tourist accommodation (hotels/hostels) as well as the renovation of hotel units of a traditional style.
- (e) Building, expansion, and modernization of facilities and the purchase of equipment for enterprises, and the purchase of equipment for enterprises supplying support services for tourist hotels.

Form of Support: Four forms of supports include (a) grants, (b) interest rate subsidies, (c) increased depreciation, and (d) tax-free allowance. Permitted combinations of support are Package A (a+b+c) and Package B (c+d) only.

2) Integrated Mediterranean Programmes (IMPs)

Purpose: The IMPs are part of the European Community policy designed to assist the development of Mediterranean area of the member states. The implementation commenced on July 1, 1985.

Eligible Investments: This covers modern technology in primary sector, manufacturing sector, and hotel hostel units. Required criteria for hotel investments include the following:

- (a) The investment must be made in a tourism development zone.

- (b) The unit must be in hotel class AA or A.
- (c) The unit must have facilities for special forms of tourism (medical springs, winter tourism, sports).
- (d) The investment plan must be of a level of over 300 million drachmas.

Figure 7.5.1
Zoning for Tourism Investment Incentives

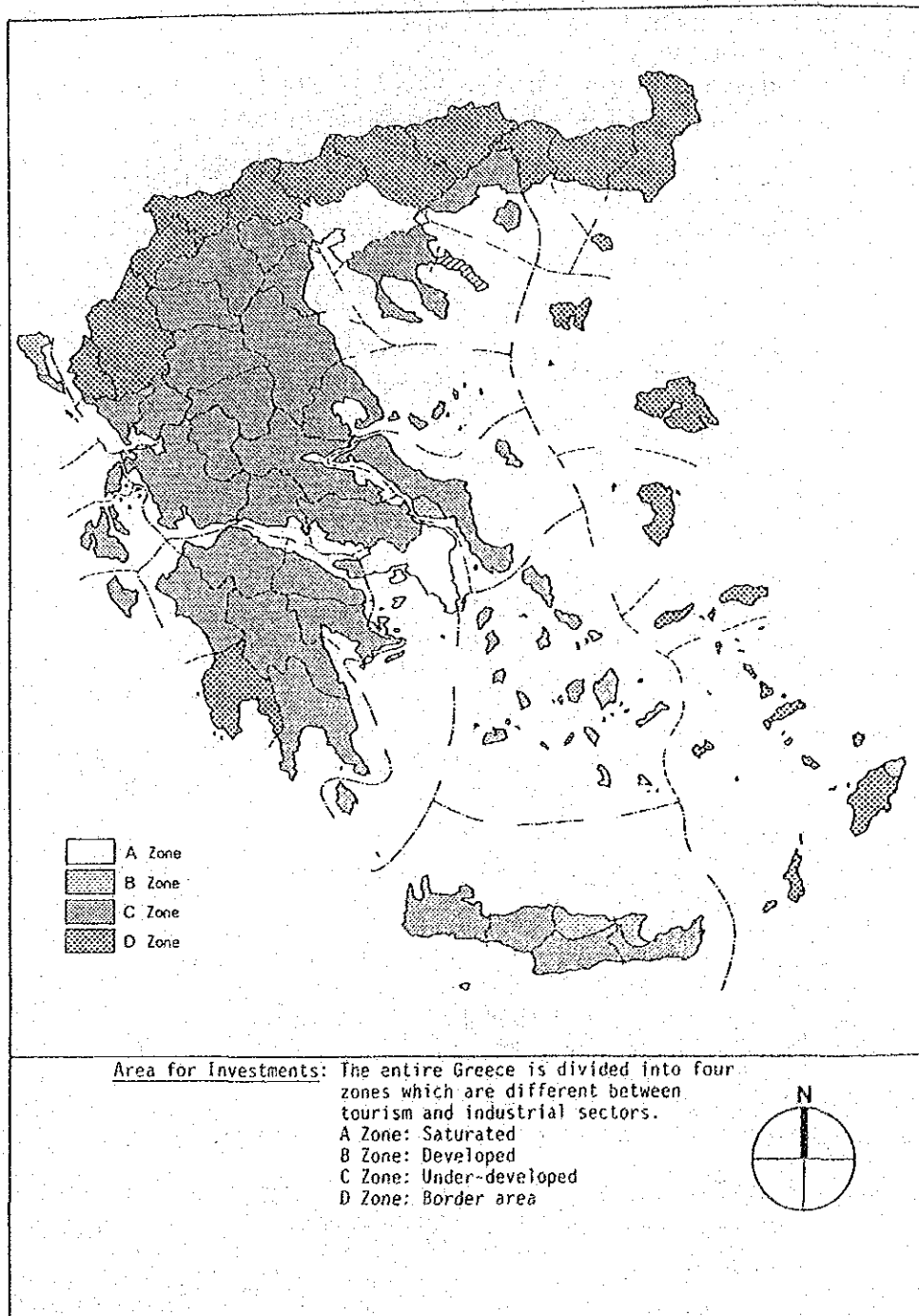


Table 7.5.2
Minimum Own Contribution and Support
Provided for Productive Investments
under Law 1262/82

Zone	Minimum Own share ^{1/}	Maximum Grant Level	Tax-free On Investment	Allowance On Profits	Depreciation Increase
A	30%	-	-	-	1.20 - 1.40
B	35%	10 - 25%	40%	60%	1.20 - 1.80
C	25%	15 - 40%	55%	75%	1.35 - 2.20
D	15%	20 - 50%	70%	90%	1.50 - 2.50

Note: Interest rate subsidies are provided for the first three years of servicing the loan (in some cases for 6 years) and they are of a level equal to that of the grant.

^{1/} On the cost of the investment (including the value of any land contributed.)

Form and Extent of Support: The grants and interest rate subsidies provided under IMPs are given in Table 7.5.3.

Table 7.5.3
Grants Provided by Zone

Zone	Additional Grant Over Law 1262/82	Maximum Total Grant
A B	10%	50%
C D	20%	60%

- o Investment incentives in Greece is provided in the form of grants, interest rate subsidies, accelerated depreciation, and tax allowance. The law also encourages investments to the tourism sector, giving emphasis to decentralization, regional development, and reduction of seasonal fluctuation.

7.5.2 Investment Climate

Overall Economic Performance

Greece's socialist government, Panhellenic Socialist Movement (PASOK) came into power in 1981 and announced a diversion of economic resources from consumption to investment and exports. However, as shown in Table 7.5.4, consumption began to increase, investment decreased and deficit of trade increased since 1981.

Table 7.5.4
Gross Expenditure of National Economy

	Percentage Structure (at 1970 price)									
	1970	1975	1980	1981	1982	1983	1984	1985	1986	1987
Consumption	81.8	84.5	81.5	83.0	85.0	86.5	85.8	86.0	85.0	85.0
Private	69.2	69.7	67.0	67.5	69.2	70.3	69.5	69.8	68.9	68.6
Public	12.6	14.8	14.5	15.5	15.8	16.2	16.3	16.2	16.1	16.4
Gross Fixed Capital Formation	28.1	25.0	23.7	20.3	19.7	18.1	17.7	18.2	16.3	15.6
Private	17.0	14.0	14.9	13.4	12.7	11.7	9.9	9.8	9.9	10.9
Public	6.6	5.5	4.7	4.7	5.0	5.7	6.1	6.5	5.3	4.7
Change in Stock	4.5	5.5	4.1	2.2	2.0	0.7	1.7	1.9	1.1	-
Statistical discrepancies	-1.5	-3.2	-3.3	0.4	1.7	2.0	0.1	2.0	3.0	3.5
Gross Expenditure of the Economy	108.4	106.3	101.9	103.7	106.4	106.6	103.6	106.2	104.3	104.1
Balance of Goods & Services (Net Balance)	-8.4	-6.3	-1.9	-3.7	-6.4	-6.6	-3.6	-6.2	-4.3	-4.1
Import	-18.4	-21.0	-20.6	-21.3	-22.7	-24.1	-23.5	-25.7	-26.3	-26.8
Export	10.0	14.7	18.7	17.6	16.3	17.5	19.9	19.5	22.0	22.7
Gross Domestic Product	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0

According to the data published by ICAP, a market research company, industry firms (3,210 firms with more than 10 employees registered) continued to lose from 1982. The return on capital in industry firms fell to -3.2%, -2.5%, -6.8%, and -11% in 1982, 1983, 1984, and 1985, respectively. In 1986, the return on capital rose to 3.7% after four subsequent years of losses. However, that of firms with over 500 employees remained negative.

In 1980, private investment began to decline due to negative rate of return on capital, whereas, public investment began to increase due to the policy by PASOK. Private investment began to increase in 1985, however, the amount in 1987 was still 70% of 1979, as shown in Table 7.5.5.

Table 7.5.5
Gross Fixed Capital Formation
(At 1970 Constant Price)

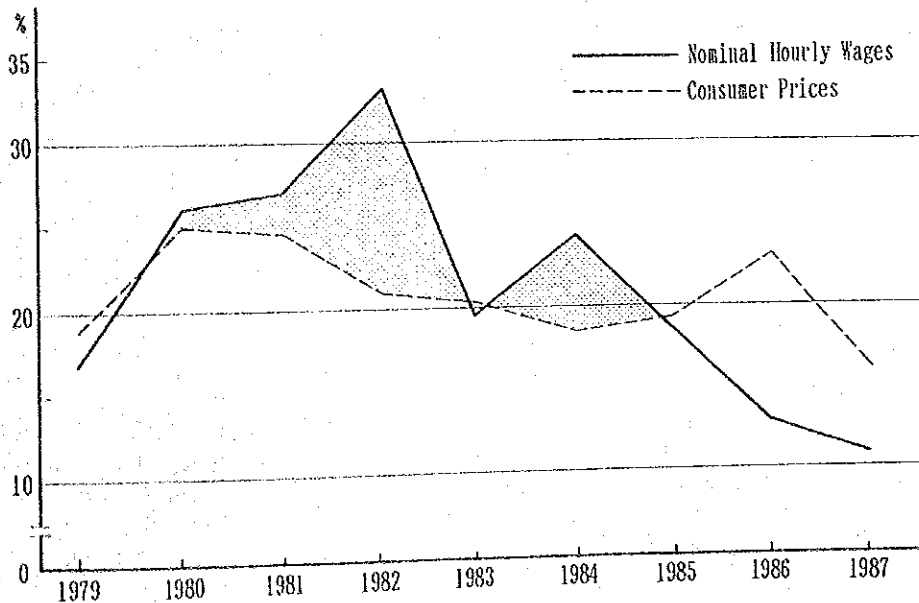
Year	Total		Private		Public	
	Drs Million	%	Drs Million	%	Drs Million	%
1975	74,660	0.2	53,702	2.9	20,958	-6.0
1976	79,750	6.8	58,380	8.7	21,370	2.0
1977	85,950	7.8	66,750	14.3	19,200	-10.2
1978	91,100	6.0	70,600	5.8	20,500	6.8
1979	99,121	8.8	76,385	8.2	22,736	10.9
1980	92,705	-6.5	70,465	-7.8	22,240	-2.2
1981	85,750	-7.5	63,495	-9.9	22,255	0.1
1982	84,100	-1.9	60,300	-5.0	23,800	6.9
1983	83,000	-1.3	56,000	-7.1	27,000	13.4
1984	78,300	-5.7	48,570	-13.3	29,730	10.1
1985	82,360	5.2	49,670	2.3	32,690	10.0
1986	77,640	-5.7	50,876	2.4	26,764	-18.1
1987	75,128	-3.2	53,718	5.6	21,410	-20.0

Source: Statistical year book of Greece, National Statistical Service of Greece.

Labour Cost

Unemployment increased from 4.0% in 1981 to 7.8% in 1983. Unit labour cost of manufacturing sector rose in 1980 and labour cost increased continuously at the faster rate of consumer price between 1980 and 1984 except 1983. Since 1985 rate of increase in unit labour cost became lower due to the wage-freezing policy by Government.

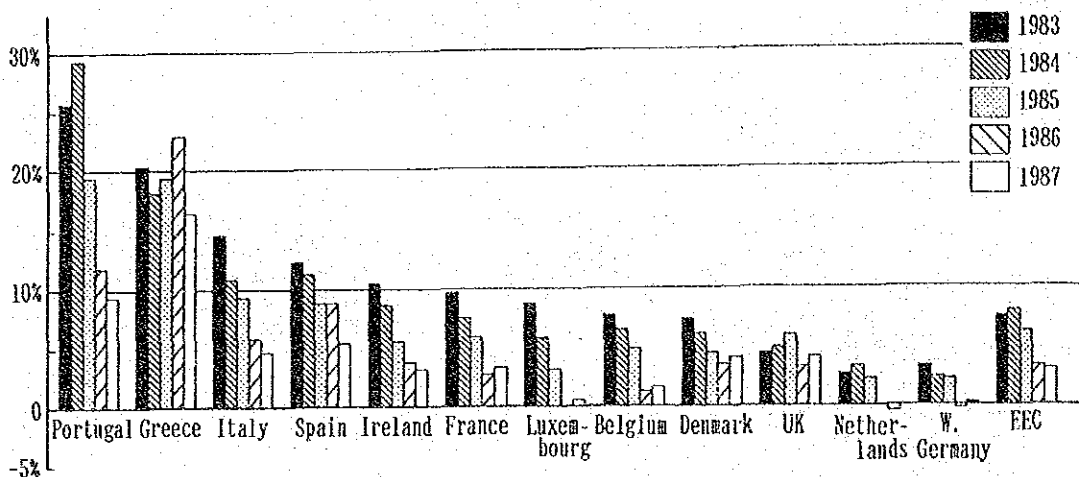
Figure 7.5.2
Unit Labour Cost in Manufacturing Sector
and Consumer Price



Inflation

The consumer price index remained at about 20% per annum since 1979 and is the highest in all EEC countries with the exception of Portugal. During 1986-1987, the stabilization programme was adopted, and inflation decreased to 16%, which, however, was the highest among all EEC countries as shown in Figure 7.5.3. The high inflation induced a rapid decline of drachma's rate of exchange. Exchange rate against US dollar depreciated from 43 drachmas in 1980 to 138 drachmas in 1985.

Figure 7.5.3
Consumer Price Index in EEC Countries
(Average Annual Changes)



Source: Bank of Greece, 1988

- o In 1986, the return on capital in industry firms rose to 3.7% after four subsequent years of losses. Private investment increased considerably, although the 1980 level has not been recovered yet.

New legislation and improvement of economic climate created capital inflow into Greece from EEC countries in 1986 and 1987.

7.5.3 Investment Activities

Investment Trend in Greece

In 1987, the approved amount of foreign investments under L.D. 2687/1953 and P.D. 207/1987 totaled 150 million U.S. dollars as against 103 million U.S. dollars in 1986. P.D. 207/1987 and Act 825/86 created favorable conditions for investments into Greece by the liberalization of capital movement. Of the sums approved for 1987, 30 percent related to capital for investment in the tourism sector as shown in Table 7.5.6. Foreign investment to the tourism

sector has been mostly made by European countries and USA as shown in Table 7.5.7.

Investments to the tourism sector including both foreign and local approved under Law 1262/82 up to May 1988 have been concentrated in the Aegean Islands and Crete which shared 42% and 21% of the total investments, respectively. (See Table 7.5.8)

Table 7.5.6
Number and Proved Amount of Foreign
Investments to Greece 1/

Sector	1953-1980		1981		1982		1983		1984		1985		1986		1987	
	No.	US\$ mil.	No.	US\$ mil.	No.	US\$ mil.	No.	US\$ mil.	No.	US\$ mil.	No.	US\$ mil.	No.	US\$ mil.	No.	US\$ mil.
Agriculture, Forestry and fishing	51	57	0	-	0	-	2	2.03	0	-	1	0.05	0	-	3	0.15
Mining	46	152	1	0.10	0	-	0	-	0	-	-	-	0	-	3	0
Foods and Beverages	102	194	4	12.15	2	7.06	5	42.02	3	12.95	2	0.50	5	3.14	13	21.37
Tobacco	22		1	1.36	0	-	1	0.33	0	-	0	-	2	1.32	0	-
Textile, clothing and footwear	109	143	9	16.59	0	-	3	2.16	0	-	0	-	3	0.30	6	0.51
Wood, paper and furniture	58	157	0	-	0	-	0	-	2	18.44	1	0.31	1	0.45	1	0.17
Chemicals	106	238	1	0.39	1	3.73	0	-	1	2.00	2	0.39	10	8.40	8	5.73
Plastics	30	16	0	-	2	0.26	1	0.14	0	-	1	0.13	0	-	3	2.36
Oil & Coal	24	571	3	23.00	0	-	1	8.00	1	16.48	0	-	1	22.50	3	55.38
Non metallic minerals	63	599	2	4.63	0	-	0	-	0	-	0	-	0	-	0	-
Basic metal industries	8	528	1	7.00	0	-	0	-	1	11.27	1	28.35	1	7.34	1	1.43
Metal products and machinery	191	201	9	15.41	0	-	6	27.63	2	1.20	2	3.72	6	8.01	15	4.33
Transport equipaent	28	197	2	15.37	0	-	0	-	0	-	0	-	1	5.72	2	1.46
Shipbuilding	16	371	3	15.10	0	-	0	-	0	-	0	-	0	-	0	-
Other	118	104	0	-	1	1.26	1	0.61	3	0.81	0	-	8	7.29	4	0.37
Industry sub - total	875	3,466	35	111.78	8	12.32	18	80.36	13	63.15	9	31.40	38	64.49	35	36.32
Tourism	106	267	9	37.36	0	-	3	21.79	2	16.12	2	2.12	6	5.56	16	14.55
Transport	12	631	1	140.09	6	-	2	0	0	-	0	-	0	-	2	2.86
Banking, insurance and trade	7	43	1	2.70	0	-	0	-	0	-	1	0.03	7	32.64	11	8.79
Other services	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	1.15
Services sub - total	125	940	11	180.06	0	-	5	21.79	2	16.12	3	2.20	13	38.20	29	54.66
Total	1,097	4,724	46	291.95	6	12.32	25	104.3	15	79.27	13	36.65	51	102.67	86	191.13

Source: Ministry of National Economy

1/ Investments made before 1985 are on 2686/53, while those for 1986 and 1987 are on both 2686/53 and 170/86 207/87.

Table 7.5.7
Foreign Investments to Tourism Sector

Country	1981		1982		1983		1984		1985		1986		1987		Total
	No.	U.S \$ mil.	No.	U.S \$ mil.	No.	U.S \$ mil.	No.	U.S \$ mil.	No.	U.S \$ mil.	No.	U.S \$ mil.	No.	U.S \$ mil.	
Switzerland	2	1.46	-	-	2	21.29	-	-	1	0.96	-	-	3	1.76	8
West Germany	1	1.66	-	-	-	-	1	10.17	-	-	1	0.81	3	1.63	6
France	1	9.00	-	-	-	-	-	-	-	-	3	4.37	2	1.83	6
U.K	-	-	-	-	-	-	-	-	-	-	2	0.37	-	-	2
Luxenburg	2	20.00	-	-	-	-	-	-	1	0.20	-	-	2	0.65	3
Belgium	-	-	-	-	-	-	-	-	-	-	-	-	4	3.50	3
Other Europe	1	3.44	-	-	-	-	-	-	-	-	-	-	-	-	5
Europe Total	7	35.56	-	-	2	21.29	1	10.17	2	1.16	6	5.55	16	44.65	34
U.S.A	1	0.30	-	-	1	0.50	1	5.95	1	0.96	-	-	-	-	4
Zambia	1	1.50	-	-	-	-	-	-	-	-	-	-	-	-	1
Total	9	37.36	-	-	3	21.79	2	16.12	3	2.12	6	5.55	16	44.65	39

Source: Ministry of National Economy

Table 7.5.8
Approved Amount of Tourism Investment and Increase
in Employment under Law 1262/82 (1982 - May 1988)

Area	Total Investment			Increase in Employment (No. of Employee)
	No.	Drs Million	%	
Central Greece	175	8,278	5.5	1,707
Peloponnese	184	8,542	5.7	2,060
Ionian Island	224	14,550	9.7	2,889
Epirus	82	3,680	2.5	724
Thessaly	137	6,152	4.1	1,032
Macedonia	208	12,454	8.5	2,235
Therace	37	2,310	1.5	394
Aegean Islands	819	62,911	41.9	9,717
Create	423	31,267	20.8	5,768
Total	2,289	150,144	100.0	26,526

Source: GNT0

Japanese Investments to EEC Countries

During the last few years, foreign investments from Japan to EEC countries continued to increase.

As shown in Table 7.5.9, direct investments from Japan into most of the European countries have increased particularly in 1986 while investments in Greece are stagnant, in spite of that there is hardly a difference in investment incentives for foreign enterprises between Greece and other countries.

Table 7.5.9
Direct Investments from Japan into EEC Countries

Country	1980		1981		1982		1983		1984		1985		1986		Total	
	No.	US\$M	No.	US\$M	No.	US\$M	No.	US\$M	No.	US\$M	No.	US\$M	No.	US\$M	No.	US\$M
Greece	14	49	-	-	1	3	-	-	-	9	1	35	-	-	16	96
Belgium	177	291	15	107	10	64	20	126	11	71	10	84	7	50	249	793
Denmark	21	4	4	2	3	3	7	7	1	1	1	1	2	1	39	17
France	463	394	31	54	35	102	50	93	50	117	60	81	52	152	742	970
West Germany	473	497	55	116	76	194	58	117	48	245	48	172	59	210	817	1552
Ireland	41	149	7	21	2	6	2	3	1	1	1	1	4	72	62	332
Italy	89	67	9	28	11	19	12	13	6	22	11	32	18	23	156	203
Luxemburg	45	105	5	104	6	127	8	265	7	315	12	300	16	1092	99	2308
Netherlands	157	298	20	138	24	73	25	113	30	452	38	613	60	651	354	2337
Portugal	20	14	1	2	1	4	1	4	2	0	1	0	2	3	28	27
Spain	89	173	11	39	11	19	19	52	11	140	8	91	115	86	163	601
U.K.	716	2009	12	67	64	176	66	153	68	318	85	375	142	984	1190	4125

Source: JETRO

Regarding conditions for Japanese enterprises to decide foreign direct investments in tourism sector, a questionnaire survey conducted by International Tourism Development Institute of Japan in 1988, gives the following results:

(i) Countries invested:

- USA 31.6%
- China 8.3%
- Hong Kong 7.3%
- Singapore 5.7%
- France 4.7%

(ii) Reasons for the selection of countries for investment made:

- Prospects of future market 18.0%
- Low level of country risk 14.0%
- Large number of Japanese tourists 8.5%
- Investment benefit as real estates 8.0%
- Direct air flight from Japan 6.2%

- (iii) Negative management factors:
- Employment (increase in wages, labour union, etc.) 13.1%
 - Differences of trade customs & culture 9.1%
 - Economic condition (high inflation rate, devaluation of currency, etc.) 8.8%
 - Nationalism (restriction of immigration, etc.) 8.8%
 - Competition with other firms 8.2%

Japanese investments to Greece

Table 7.5.10 shows the enterprises in the manufacturing sector invested from Japan and currently operating in Greece.

Table 7.5.10
Enterprises in Manufacturing Sector Invested from Japan

Name of Enterprise	Date of Establishment	Number of Workers, January 1987 (): Japanese
Hellenic Steel Co. S.A.	1963, Jun.	1,042 (6)
Tekkosha Hellas S.A.I.	1973, Nov.	210 (7)
Hitachi Karmel (Hellas) S.A.	1978, Oct.	40 (1)
Yoshida Hellas ABEE	1983, Aug.	27 (3)

Source: JETRO

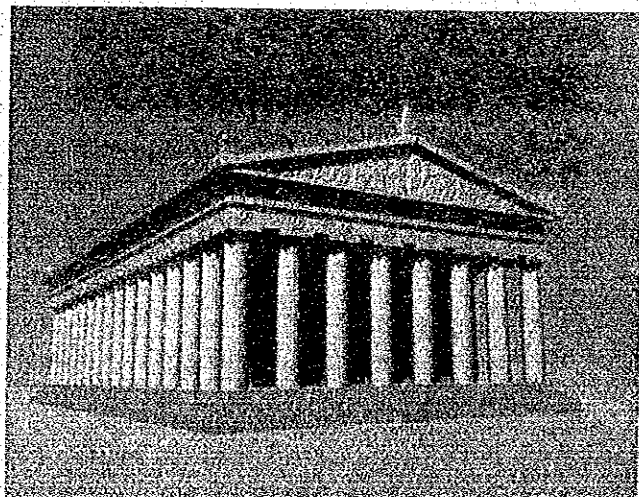
Regarding the investments to Greece, Japanese industry sources point out the following factors;

- frequent changes in laws and regulations without advance notice
- obscurity in application procedure
- instability of Government
- unfavorable treatment toward non-EEC countries

o In order to promote Japanese investments including tourism, it is important not only to improve various measures mentioned above but also to undertake following;

- promotion activities to improve images of Greece
- enhancement of the interest of Japanese enterprises through increase in Japanese tourist arrivals
- realization of extension of Olympic Airways' route to Japan

CHAPTER 8 DEMAND FORECAST



CHAPTER 8 DEMAND FORECAST

8.1 Methodology

8.1.1 Framework

The target of the promotion planning of the Study is set for 1992, in accordance with the target year of the 2nd National Socio-economic Development Plan. In forecasting 1992 demand, the following factors were particularly taken into account:

- a) Sharp Increase in Overall Japanese Overseas Tourists: Recent overall increase of Japanese international tourists with more than 20% growth rate to the previous year (1986-88) would affect Greek tourism favourably.
- b) Greece as One of the Combined Destinations in Europe-bound Package Tours: Since most Japanese tourists visit Greece as one of the countries included in a package tour, the demand for Greece as a tourist destination has a close relationship with the demand of the whole Europe-bound tourists.
- c) Promotion Effort of Greek Side: Perception of Greece in the Japanese market is not necessarily high. The proper promotion would directly contribute to the increase in the arrivals of Japanese tourists.

In order to examine the probability range of the forecast, the following three alternative approaches were tested.

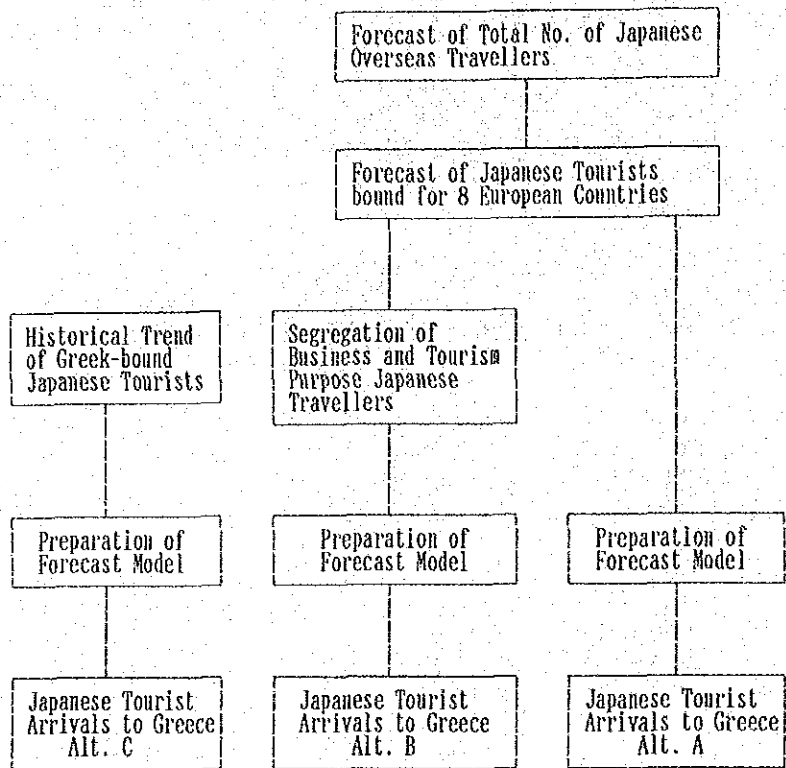
Alternative Method A: This intends to forecast the number of Greece-bound Japanese tourists based on the estimated total number of Japanese overseas travellers, through the two intermediate steps; forecast of Japanese travellers bound for major 8 European countries (Greece, U.K., France, Spain, W. Germany, Switzerland, Austria, and Italy) and forecast of the Greek share among these European countries.

Alternative Method B: This intends to assess the effect of tourism promotion activities on the number of Greece-bound tourists. A model to estimate the share by country was designed based on the assessment of various factors, which were considered relevant to destination choice by tourists. This model was applied to the forecasted volume of Europe-bound tourists, in alternative method A.

Alternative Method C: This is to forecast the number of Japanese visitors to Greece simply based on their historical trend.

These methods are schematically illustrated in Figure 8.1.1 and details are described in the following sections.

Figure 8.1.1
Forecast Methods of Future Japanese Tourists to Greece



8.1.2 Forecast on Method A

(1) Forecast of Total No. of Japanese Overseas-bound Tourists

It is known that the total number of Japanese overseas-bound tourists closely related with the economic level of Japan. The following equation was derived:

$$Y = 881.2599 \times 2.3165^{x1} \times 1.0296^{x2} \times 0.9985^{x3} \times 0.9790^{x4}$$

where; Y : total no. of Japanese overseas-bound tourists
 x1 : per capita GNP (million yen)
 x2 : economic growth rate in real terms (%)
 x3 : ¥-US\$ exchange rate (yen)
 x4 : dummy variable (1 for 1980 - 1985, otherwise 0)

Samples used for analysis: 1974 - 1987

$$R = 0.9989, R^2 = 0.9978$$

Accordingly, the results are as shown in Table 8.1.1.

Table 8.1.1
 Forecast of Total Number of Overseas-bound
 Japanese Tourists

Item	1990	1991	1992
Total No. of Overseas-bound Japanese Travellers (000)	9,274	10,310	11,976
Per Capita GNP (000yen)	2,894.7	2,997.3	3,131.1
Assump- tions ^{1/} Economic G. Rate (%)	3.5	4.1	5.0
¥-USD Rate (¥)	121.5	119.0	112.5

^{1/} The assumed values are predicted in the following paper;
 "15th 5-year Economic Forecast" Japan Economic Research
 Center, 1988
 "Population Forecast of Japan" Population Research Institute,
 Min of Welfare, 1986

(2) Forecast of Tourists bound for 8 European Countries

There is a strong correlation between the percentage share of Japanese visitors bound for 8 European countries from the total overseas-bound Japanese visitors and yen rate against the US\$. The resultant formula is as follows:

$$Y = 0.0075486^{x1} - 3.4348^{x2} + 24.8914$$

where; Y : % of Japanese visitors bound for 8 European countries to total number of overseas Japanese tourists.

x1 : ¥ - US\$ exchange rate (yen)
 x2 : dummy variable (1 for 1980, otherwise 0)
 Samples used for analysis: 1978 - 1987

$$R = 0.9802, R^2 = 0.9607$$

Accordingly, the results are as shown in Table 8.1.2.

Table 8.1.2
 Forecast of Number of Japanese Tourists
 bound for 8 European Countries

	1987	1990	1991	1992
Share for 8 European Countries (%)	35.6	34.1	33.9	33.4
No. of 8 European bound Japanese Travelers (000)	2,430	3,159	3,492	3,998

(3) Forecast of Japanese Tourist Arrivals to Greece

There is a close correlation between the number of Japanese arrivals to Greece and the number of Japanese travelers to 8 European countries, as presented by the following equation:

$$Y = 25.5521x_1 - 4,3313.1x_2 + 33,513.4$$

where, Y : number of Japanese arrivals to Greece
 x1 : number of Japanese travellers to 8 European countries
 x2 : dummy variable (1 for 1986, otherwise 0)
 Samples examined for analysis: 1981 - 1987

$$R = 0.9075, R^2 = 0.8236$$

The results are tabulated in Table 8.1.3.

Table 8.1.3
 Forecast of Japanese Arrivals: Method A

	1988	1990	1991	1992
Number (index)	105,000 (100)	114,200 (109)	122,700 (117)	135,700 (129)

8.1.3 Forecast on Method B

Since the factors affecting the influx of tourists differ for business purpose and for tourism, the number of Japanese travellers to 8 European countries is divided into two categories and each forecast by category is carried out independently.

(1) Segregation of Business and Tourism Purpose Tourists

The segregation of business and tourism purpose tourists are carried, according to the available data of 1986, the results are shown in Table 8.1.4.

Table 8.1.4
Number of Japanese Business/Tourism Purpose Travellers, 1986

Country	Total Travellers	Percentage Share of Business (%)	No. of Business Tourists	Tourism Purpose Travellers
Greece	85,075	21.7	18,500	66,600
France	447,659	35.3	158,100	289,600
Switzerland	313,295	27.8	87,100	226,200
Austria	118,585	27.1	32,200	86,400
W. Germany	494,333	49.1	242,700	251,600
U.K.	205,400	48.2	99,000	106,400
Italy	401,278	29.2	117,200	284,100
Spain	121,072	22.2	26,900	94,200
Total	2,186,697	35.4	781,700	1,405,100

Source: Each Government Tourist Office Overseas Travel Survey by JTBF, 1987

(2) Forecast of Business-Purpose Travellers

It is estimated that the demand of Japanese business-purpose tourists has significant correlation with the potential of each country's economic activity. As such, the following formula can be applied:

$$Y = 215.86x + 9,055.4$$

where; Y : No. of Japanese business-purpose tourists

x : Nominal GNP (billion US\$)

Samples used for analysis : 8 European Countries in 1986

$$R = 0.9196$$

Accordingly, the results are shown in Table 8.1.5.

Table 8.1.5
Number of Japanese Business Tourists to Greece

	1990	1991	1992
Number	23,700	25,600	27,700
Estimated GNP ^{1/} (US\$ billion)	678	766	866

^{1/} GNP was estimated in accordance with the growth rate planned in the 2nd National Socio-economic Development Plan, realistic scenario.

These for other European countries are also estimated on the assumption that the annual growth rate of GNP from 1981 to 1986 would continue till 1992.

(3) Forecast of Greek Share in Tourism-Purpose Japanese Tourists (Europe-bound)

Model formula of each country's share in tourism-purpose of Europe-bound Japanese tourists, are designed.

The various factors, which are considered closely relevant to the Japanese tourist attraction, are carefully examined based on the results derived by the market surveys (refer to Table 6.2.3). The following formula is, drawn:

$$Y = 2.8075 \times 1.0336^{x1} \times 1.0170^{x2} \times 1.0317^{x3}$$

where; Y : Percentage share among 8 European countries
x1 : One of the factors in resource potential
x2 : One of the factors in tourism activities
x3 : Perception degree by promotion

Samples used for analysis: Data for 1987

$$R = 0.9958, R^2 = 0.9912$$

For the forecast, three alternative cases are prepared, taking into account the possible development or perceived degree of various promotional activities by Greece.

Case 1: The perceived development is on a status quo level

Case 2: Perceived degree of development of Greece in 1992 is to reach the height of Switzerland as it is now.

Case 3: Perceived degree of development of Greece in 1992 is to reach the height of Italy/West Germany as it is now.

The resultant share of Greece are applied to the amount of 8 Europe-bound tourism purpose tourists estimated beforehand.

The results are summarized in Table 8.1.6.

Table 8.1.6
Forecast of Japanese Tourism-Purpose Tourists to Greece

Number of tourism Purpose Travellers	1990	1991	1992
to Greece Case-1	98,700(4.7)	112,000(4.7)	133,300(4.7)
Case-2	101,000(4.8)	117,400(5.0)	143,700(5.1)
Case-3	106,000(5.1)	129,200(5.5)	165,600(5.9)
to 8 European countries	2,083,000(100)	2,362,000(100)	2,812,000(100)

Note : Figures in parentheses indicate percentage share

(4) Total Japanese Tourist Arrivals to Greece

Accordingly, the total number of Japanese tourist arrivals is derived from both estimated business and tourism-purpose tourists.

Table 8.1.7
Forecast of Japanese Arrivals: Method B

	1988	1990	1991	1992
Case B-1	105,000 (100)	122,400 (117)	137,600 (131)	161,000 (153)
B-2	105,000 (100)	124,700 (119)	143,000 (136)	171,400 (163)
B-3	105,000 (100)	129,700 (124)	154,800 (147)	193,300 (184)

Note: Figures in parentheses indicate the index figure to 1988

8.1.4 Forecast on Method C

The recent trend of Japanese tourist arrivals in Greece from 1982 to 1988 shows moderate increases at a rate of 5.8% per annum. A method based on this trend is also applied as an alternative. The designed formula is as follows:

$$Y = 10^{-40.83} \times 1.0546^{x1} \times 0.90290^{x2}$$

where; Y : Number of Japanese tourist arrivals in Greece
 x1 : Year
 x2 : Dummy variable (1 for 1986, otherwise 0)

Samples examined for analysis: 1982 - 1988

$$R = 0.9842, R^2 = 0.9686$$

The results are shown in Table 8.1.8.

Table 8.1.8
Forecast of Japanese Arrivals: Method C

	1988	1990	1991	1992
Number	105,000	118,000	124,400	131,200
(index)	(100)	(112)	(118)	(125)

8.2 Results of the Demand Forecast

The results of the demand forecast are summarized in Table 8.2.1.

As shown, Case A and C (based on actual trends) project a relatively low increase trend for Greece as compared to other European countries. The estimated tourist arrivals for 1992 is 131 to 135 thousand.

However, if one were to follow the same increasing trend of Japanese tourist arrivals to the European countries, then it is expected that approximately 161 thousand tourists will visit Greece for the year 1992 (Case B-1). This result shows the coincidence with the growth index of total Japanese overseas travellers. As such, necessary efforts should be taken by Greece to compete with other European countries so as to improve its present market standing, which is currently 4% of the total European market share.

In the positive forecast of Case B-3, there is the possibility of achieving 193 thousand Japanese tourist arrivals in 1992. This, of course, entails necessary promotional efforts to increase the perceived tourist attraction level of Greece to match the same level as that of Italy/West Germany.

In this case, it is necessary that some deterrent conditions are resolved, such as the difficulty in hotel reservations for certain tourist areas/seasons, the limited number of tour guides in Japanese, etc.

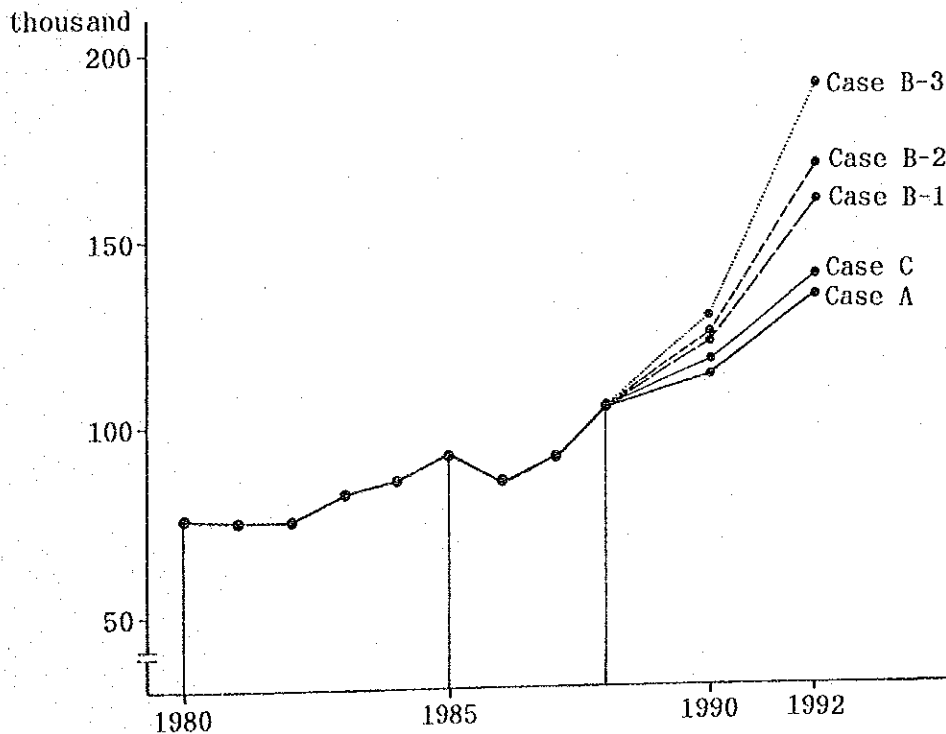
Table 8.2.1
Results of the Demand Forecast

(000)

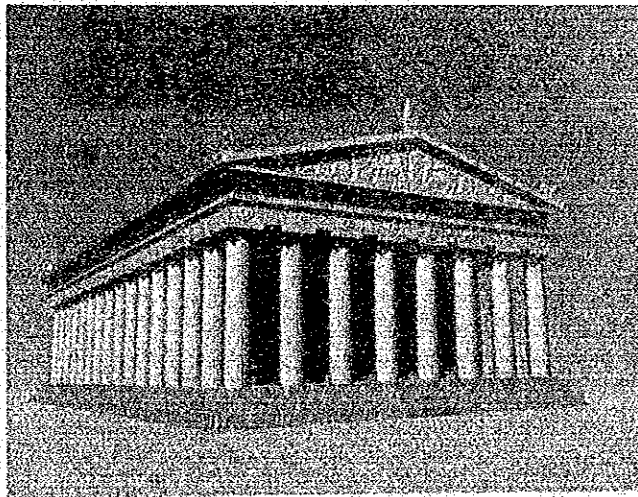
	1990	1991	1992
<u>Japanese Tourist Arrivals to Greece</u>			
Case A	114.2 (124)	122.7 (133)	135.7 (147)
Case B-1	122.4 (133)	137.6 (150)	161.0 (175)
B-2	124.7 (136)	143.0 (155)	171.4 (186)
B-3	129.7 (141)	154.8 (168)	193.3 (210)
Case C	118.0 (128)	124.4 (135)	131.2 (143)
<u>Japanese Tourist Arrivals to 8 European Countries</u>			
	3,159 (130)	3,492 (144)	3,998 (164)
<u>Total Japanese Overseas-bound Tourists</u>			
	9,274 (136)	10,310 (151)	11,976 (175)

Note: Figures in parentheses indicate the index figure to 1987.

Figure 8.2.1
Future Prospect of the Demand



CHAPTER 9 PROMOTION PLAN



CHAPTER 9 PROMOTION PLAN

9.1 Goals and Basic Strategies

9.1.1 Goals

The primary purpose of the promotion plan entails the improvement of the market standing of Greece in the Japanese overseas tourist market. The following will be considered as the general target for the attainment of this primary purpose:

- To increase awareness of Greece among the Japanese overseas travellers.
- To eliminate unfavourable impressions (from the insignificant to the significant ones).
- To enhance the attractiveness of Greece, in accordance with the interests of the Japanese tourists by market segment.

Enumerated hereunder are the primary goal-settings:

1) Target Year and Target Number of Japanese Tourists:

The year 1992 is set as the target year. The year 1992 would only entail a promotion plan on a short-term basis. Hence, it is stressed that tourism promotion should be planned with a long-term perspective beyond the year 1992.

The target number of Japanese tourists to Greece is forecasted to be 160,000 to 190,000 in the year 1992.

2) Target Market Segment:

It is the "young female office workers" tourist group that holds the dominant share in the Japanese tourist market. This is followed by the "students" and "honeymoon couples", which also comprise of young females. As such, the marketing of Greek tourism should primarily be directed to "young females".

Taking into account that the number of middle-aged and older generation travelling abroad is increasing and that their interests cover the cultural and historical aspects of Greek tourism, these tourist groups should be considered as the secondary target market.

3) Travelling Style:

It is "package tours" that will remain as the most preferred Japanese travelling style to Europe in years to come. Therefore, the following should be emphasized in tourism promotion:

- travel agents should be encouraged to increase package tours, which will include Greece in their itineraries, and

- distinct tourist attractions of Greece as compared to other European countries should be highlighted.

4) Average Length of Stay:

At present, the average length of stay of the Japanese tourists in Greece is 2 nights and 3 days. It will be preferable to extend this duration through the promotion of more attractive tour packages, though the target is not set up.

5) Travel Season:

Summer is the peak season among the European and American tourists. But many of Japanese tourists visit Greece also in winter.

Taking into account that summer season is rather difficult to arrange package tours due to high occupancy etc., in some tourist areas. It is recommendable that the Japanese tourists be motivated to visit Greece during shoulder season, such as late spring and early autumn.

6) Target Areas:

Based on the market segments and travel patterns of the Japanese tourists, Athens, its environs, one-day excursion from Athens, and the 3-day cruise or visit to islands in Aegean Sea are set up as the main target areas for the near future. Likewise, the promotion in connection with these target areas should be considered.

9.1.2 Basic Strategies

Basic promotion planning directions and strategies are as follows:

1) To increase the publicity of Greece among Japanese

- GNTO and GNTO Tokyo Office are the central functional bodies to promote the above. In addition, joint and coordination efforts of all Greek Government authorities and the private sector are essential. And for enhancing such efforts, support from Japanese enterprises and Japanese, which have interests in Greece, should be also requested.
- First step towards enhancement of the publicity of Greece is to increase the quantity of information, then their quality. Incorrect and inaccurate information which has been sometimes observed should be properly corrected through providing adequate information.
- An effective and prompt measure is considered to undertake promotion activities toward young women as main target group.

2) To make full use of Greek tourism potential and its uniqueness

The most important factors of Greek tourism which have a strong appeal to Japanese are the blue sea represented by the Aegean

Sea and the ancient relics.

Greek tourism promotion should be based on those important and unique factors. There should be no way to follow the same way which other countries succeeded in and to pursue the way in short-term vogue. Further promotion and development of Greek identity and uniqueness are the most important. In this respect, the promotion of indigenous industries is also important.

3) To properly meet the market needs

The mistakes of low pricing policy is now in the course of adjustment. It is important;

- To understand the market needs and trend precisely, and
- To develop mechanism which can meet the change in market needs promptly.

4) To identify market characteristics and undertake relevant marketing activities

As package tour is the dominant pattern of Japanese travel which is expected to continue without significant change, it is essential to strengthen the promotion activities for travel agents.

5) To improve tourism facilities and services in Greece

It is essential that improvement on facilities, services and related tourism environment is made based on full understanding of behavioural characteristics of Japanese tourists in addition to 2) and 3) above.

9.2 Basic Concepts and Appealing Points by Target

It is very important to establish the basic concepts and appealing points both for Greece as a whole and for respective target area. The following points also should be taken note of:

- 1) Enhancement of Greece's Image for Japanese: So far, historical places and scenic beauties in the Aegean Sea have been the main areas advertised. It is, therefore, required to let the contemporary life and culture in Greece known, from the way it was before in ancient times to how it is today.
- 2) Development of new tour routes under specific umbrella concept: Most of the package tours for the Japanese tourists are the trotting tours. The route touring, which is the visiting of several sightseeing places, attracts the Japanese tourists more than a stay-in-one-place type of tour.

When a tour unifies the various sights under an image-umbrella, which the tourists can relate to, then, the tour becomes attractive. An example of such a unification is the "Romantische Strasse" (W. Germany), which was established to promote a number of scattered sightseeing areas through the cooperation of both the public and private sectors. This tour has grown to be one of the most popular route tours.

In Greece, there are several such potential routes. Development of such routes is considered to contribute to attracting Japanese tourists.

9.2.1 Greece

1) Promotion Themes

The major advantageous points of Greece are as follows:

- . Historical relics
- . Aegean Sea
- . Beach resort
- . Aegean cruise
- . Archaeological museums
- . Ancient theatre
- . Greek Orthodox: monastery, icon
- . Greek mythology
- . 12 Gods of Mount Olympos
- . Gold jewelry
- . Manufacturing skill of fur
- . Mild climate
- . Long duration of sunshine
- . Reasonably priced commodities

2) Basic Concept

More Exciting and More Exotic!

Greek charm can be distinguished by the fact that various and contrasting factors - calm and bustling, occidental and oriental etc. - are mingled and united in it.

Therefore, it is considered desirable to promote Greece with a concept stressing different characters from those of United Kingdom, France, West Germany, Switzerland and so on. Their concept necessitates the circumstances where tourists can meet and experience something more exciting and more exotic than in any other European countries.

Anyway, it is necessary for Greece at present to go over such existing image represented by Acropolis - calm, ancient, sober and not exciting. It will not be beneficial for Greece to pursue the same style as those of the other countries mentioned above.

3) Appealing Points

. Exciting

Tourist sites, shopping, Greek foods and entertainments that can offer more exciting experience to tourists are to be promoted in Japanese market.

The following tourist attractions are considered as the objects of promotion:

1. Plaka (Athens)
2. flea market (Athens)
3. Modern Agora (fish market, vegetable and fruit market: Athens)
4. street of souvenir shops in the old town of Rhodes (Rhodes)
5. excitement of Mykonos Town in summer night (Mykonos)
6. shops of Zolotas and Lalaounis (Athens)
7. Greek food

. Exotic

Since Greece is rich in exotic elements, it is recommendable for Greece to become a more exotic tourist destination than other European countries, in the case of promoting Japanese tourists.

The following tourist attractions are considered to offer exotic atmosphere.

1. old town of Rhodes (Rhodes)
2. fortress and village of Lindos (Rhodes)
3. white houses and churches in Mykonos town (Mykonos)
4. taberna
5. Odeon of Epidauros

9.2.2 Athens

1) Promotion Themes

- . Acropolis
- . Agora
- . Ethnikon Archaeological Museum
- . Syntagma Square
- . Parliament House
- . Unknown soldiers' grave
- . Change of guards
- . Omonia Square
- . Monastiraki Square
- . Flea market
- . Plaka
- . Modern Agora (fish market, vegetable and fruit market)
- . Hill of Lycabetus
- . Colonaki
- . Zolotas, Lalaounis
- . Gold jewelry, fur
- . Olympic Stadium
- . Athens Festival
- . Sound and Light
- . Cafes around Syntagma Sq. and Colonaki Sq.
- . Taberna
- . Greek food
- . Syrtaki Dance
- . Greek Tragedy
- . Piraeus and seafood restaurant

2) Basic Concept

Contemporary Athens

In Japan, it is considered that the image of Athens and that of Greece actually overlap each other, as that of Tokyo and that of Japan in Greece.

From a viewpoint of diffusing Greece's image among Japanese, it is important from now on to introduce contemporary Athens in lively manner to Japanese market.

3) Appealing Points

Tourist attractions in Athens can be promoted with the following four categories.

(1) Elegance

Hotels, restaurants and cafes with elegant and refined atmosphere.

- i.e.: Hotel Pendelikon, Zolotas, Lalaounis, yacht club in Microlimano

(2) Gourmet

Top ranking restaurants

(3) Adventure

- i.e.: Plaka, Monastilaki Sq., Omonia Sq., Modern Agora
(fish market, vegetable and fruit market)

(4) History

- i.e.: Acropolis, Agora, Ethnikon Archaeological Museum,
Temple of Olympian Zeus, Olympic Stadium, Delphi

9.2.3 Rhodes

1) Promotion Themes

- . Old town with an atmosphere of medieval ages
- . Palace of Grand Master
- . Street of Knight
- . Crusade
- . Sokratous Street with many souvenir shops on both sides
- . Restaurants and tabernas
- . Gold jewelry
- . Fur articles
- . Marina
- . Wind mills on a breakwater
- . Statues of deer at port
- . Neo Agora
- . New Town
- . Monastery
- . Rose
- . Valley of butterflies
- . Fortress of Lindos
- . Old village of Lindos
- . The most beautiful and enchanting view of Aegean Sea from the fortress

2) Basic Concept

Romantic and Mysterious

In the old town of Rhodes, the buildings and castle walls built in the medieval ages still remain in nearly complete form and on an extensive scale.

Old town of Rhodes is not a dead relics but a place where many people still live and work. It is likely to become more attractive when people live there. Rhodes is distinguished from many other historical and archaeological relics in Greece by this fact.

In addition to history, shopping and food, Rhodes has a joyful and bright atmosphere.

3) Appealing Points

(1) Atmosphere of the Medieval Ages

With regard to Rhodes, the romantic and mysterious atmosphere of the old town should be highlighted to them first of all.

(2) Flower

Flowers are a very effective measure for enhancing a joyful atmosphere. There are some cities in foreign countries where flowers are being utilized as a measure to attract overseas tourists (i.e.: tulips of Holland).

In case of Rhodes, it fortunately has a nickname of "Island of Rose". That nickname should be more utilized by decorating various kind of flowers at airport and major tourist spots which can be observed by a large part of tourists.

(3) Cafes and restaurants facing a small square in the old town

The scenery of cafes and restaurants facing a small square can rarely be observed in Japan and has exotic atmosphere. It is considered that chatterings and clatterings at some cafe in the shade after walking around the old town, and dining on the 2nd floor of a restaurant from which tourists can command a view of the small square are attractive enough.

(4) Bustle of the street of souvenir shops

There are several streets with many souvenir shops on either side, which attract so many foreign tourists during the tourist season.

Particularly the area of souvenir shops found after passing through the Street of Knight from the Archaeological Museum seems to be very attractive under sunshine and green leaves.

(5) Port, marina, wind mills

(6) View of Aegean Sea from the fortress of Lindos

The fortress and the village of Lindos are worth visiting by themselves. The view of Aegean Sea from the fortress is very fantastic, and the colour and scenery of Aegean Sea might be the most beautiful and the most impressive here in Lindos.

9.2.4 Mykonos

1) Promotion Themes

- . White houses
- . White churches
- . White labyrinth
- . Wind mills
- . Innumerable tabernas, souvenir shops, discotheques in Mykonos Town
- . Cosmopolitan

. Pelikan of the mascot

2) Basic Concept

Labyrinth in white

There are several tourist attractions in this island. It is a large mass of white houses that distinguishes Mykonos from other Greek islands. Narrow roads are running in all directions in Mykonos Town. Such scenery is worth being called "labyrinth in white".

3) Appealing Points

(1) A mass of white houses

This is one of the most attractive, longed-for sceneries for Japanese young women, symbolizing Aegean islands most typically. Although Aegean Sea's image of white houses is already widely known in Japan, Japanese people generally don't know the name of Mykonos, as shown in the result of market survey (refer to Appendix for CHAPTER 6).

(2) Concerto in white and blue (Contrast and harmony of white and blue)

Mykonos is rich in the colour of blue - sky and sea - as well as white. Furthermore, such blue can't be observed in Japan.

(3) Cosmopolitan

Mykonos is an island with a cosmopolitan atmosphere although it is rarely known in Japan. Japanese young generation is increasingly becoming fond of what is cosmopolitan.

(4) Excitement of Mykonos Town in summer night

There are many discotheques, tabernas and bars in Mykonos Town, where young people from various countries get together and enjoy their summer holidays until dawn. Such scenery and atmosphere are to be promoted as another aspect of Mykonos in the Japanese market.

9.2.5 Three-day Cruise

1) Promotion Themes

- . Aegean Sea
- . Sunbathing
- . Entertainment such as dinner, show, casino, etc.
- . Discotheque
- . Sunset viewing on board
- . Duty-free shop
- . Contrast: casualness in the daytime and elegance after dark
- . Cosmopolitan

2) Basic Concept

Casual and Elegant Cruising

"Cruises" in foreign countries are considered to be fairly formal or ceremonious by the Japanese people.

However, as far as Aegean cruise is concerned, it is not actually so formal as Japanese imagine. For example, there were some gentlemen without a tie or a jacket at dinner.

The casual aspects of Aegean cruise should be further emphasized, combined with elegant elements.

3) Appealing Points

(1) Casualness

- i.e.: sun-bathing on the deck, lunch on the deck, optional tours to Rhodes, Patmos, Kusadasi

(2) Elegance

- i.e.: dinner, casino, discotheque, show

(3) Cosmopolitan

Passengers of various nationalities take part in Aegean cruise, which is simultaneously a place where Japanese tourists can meet Europeans and Americans etc.

Aegean cruise really has a cosmopolitan atmosphere.

9.2.6 Eastern Peloponnese

1) Promotion Themes

- . Corinth Isthmus
- . Historical ruin of Corinth
- . Fortress of Palamide in Nauplion
- . Old town of Nauplion
- . Bourgi Island in Nauplion
- . Ancient theatre in Epidaurus
- . Historical relics of Mycenae
- . Treasury of Atreus
- . Golden mask of Agamemnon
- . Trojan War
- . Helen, Paris, Agamemnon, Achilles, Cassandra, Hector, Andromache etc.

2) Basic Concept

Heroes' Wonderland

Corinth, Nauplion, Epidauros, Mycenae and so on are not powerful enough individually, and located separately from each other. Therefore, it is required to give image-umbrella to the route combining those tourist spots, rather than appealing each tourist place separately.

3) Appealing Points

(1) Mycenae and Trojan War

Trojan War offers us many heroes and heroines, i.e. Helen, Paris, Agamemnon, Achilles, Hector, Andromache, Cassandra and so on. It is considered that their tragedies are likely to stimulate the sentiment and imagination of Japanese young women. Anyway, it will be important to appeal the histories of heroes and heroines to Japanese rather than the academic history of Mycenae.

(2) Ancient theatre at Epidauros

In Japan, the name of Epidauros and the existence of the ancient theatre themselves are rarely known. It is needless to say that Japanese people don't know the scale and the acoustic effects of the odeon.

In addition to these appealing points as historical relics, it is considered important to promote something that stimulates the imagination of Japanese tourists. In this context, some characters' histories or anecdotes who had relation to Epidauros should be searched for.

(3) Palamedes at Nauplion

This historical site and the view of Aegean Sea from here are both worth experiencing for Japanese visitors. But sightseeing bus of package tour doesn't ordinarily stop at this fortress, probably because of the narrow road to the top of the mountain or the limited hours of sightseeing. Therefore, the persons concerned are requested to examine the possibility of including this site in the itinerary of package tour with priority.

At the same time, Palamedes, Odysseus and Nauplians are to be introduced to Japanese visitors. As well known in Greece, the name of this fortress originated in Palamedes who made Odysseus participate in Trojan War with his wit and was later killed on charge of innocent treason by his comrades. On the other hand, Nauplians was the father of Palamedes and the name of Nauplion originated in his name.

Such ancient history of the characters relevant to Nauplion is to be appealed to Japanese tourists.

(4) View of Aegean Sea along the seashore of Eastern Peloponnese

The view of Aegean Sea from the seashore of Eastern Peloponnese is considerably good. Tourists can enjoy the fantastic view of Aegean Sea and undulating mainland, while a

sightseeing bus is driving along the eastern seaside of Peloponnese Peninsula. It is expected that such views attract Japanese visitors on a fine day in particular.



9.3 Promotional Activities

9.3.1 Promotional Activities in Japan

Promotional activities in Japan can be classified into two categories. One is intended for general public, and another for travel industries and concerned sectors. The promotional activities are composed of advertising, public relations and sales assistance.

1) Promotional Activities toward Consumer

(1) Mass Media

a) Basic Ideas

The outlines of various promotional activities to be examined and conducted in the future are referred to hereunder as "Basic Ideas".

(i) Enhancement of Cooperation for Television Programs Useful for Introducing Greece's Attractions (PR : Public Relations)

As mentioned previously in CHAPTER 7, there are 13 television programs in Japan that are helpful to introducing the attractions of foreign countries. (7.4.5.3)

These television programs are considered to be the most effective measures when trying to appeal vividly the attractions of Greece to as many people as possible.

Advertising on television is very expensive (about 1 million drachmas per 15 second). Most of Foreign Government Tourist Offices don't conduct advertising on television generally. It is desirable to focus on public relations activities rather than such advertisement, when the budget is limited.

(ii) Intensification of Cooperation for Magazines for Young Female (PR)

Magazines for young female is considerably useful when GNTTO conducts promotion focusing on young women.

If GNTTO puts an advertisement of Greece in any magazine for young female that circulates nationwide in Japan, one page of advertisement in full colour generally costs more or less 2.5 million drachmas. Furthermore, one or two pages of advertisement is not sufficient in quantity.

Consequently, magazines should be fundamentally treated as the objects of public relations.

When GNTTO cooperates with magazine companies, magazine companies are likely to request GNTTO to share some part of their trip for fact gathering. On the other hand, there are cases in which GNTTO only offers some informations or materials on Greece.

There is, of course, a way of making some magazines place some articles on Greece in return for the advertisement GNTO paid. one or two pages of advertisement in the magazine for female doesn't attract people's attention so much. 5-10 pages are required for promotion. Consequently, the above mentioned tactic is worth trying.

(iii) Reinforcement of Cooperation for Other Magazines (PR)

About 14,000 kinds of magazines are published on regular basis in Japan. Appropriate attention should be paid to some magazines suitable for the introduction of Greece to some specific clientele. For example, the following magazines can be pointed out.

Name of Magazine	Circulation	Market of Target
Quarterly Ginka	120,000	Male and female of 20 - 50 years old of cultivated taste
Bacchus	80,000	Gourmet over 40s
Nikkei Businss	240,000	Business man of high rank
President	250,000	Business man of high rank

(iv) Carrying Out Press Tour

GNTO organized press tours three times in 1988, as is written CHAPTER 7. (7.4.1.4)

This promotion activity should be sustained also in the future. It is desirable to increase the frequency of press tours since this is an effective measure for appealing to Japanese young women. Needless to say, the magazines for young female with relatively large circulations should be given high priority in the selection of participants.

(v) Strengthening Cooperation for Drama Programs on Television (PR)

Drama programs filmed in foreign countries by Japanese television productions are often broadcast on television. Egypt, Spain, USA and so on appeared in the scenes of some dramas last year.

It is considerably difficult for GNTO Tokyo Office to realize this kind of program. Furthermore, GNTO is likely to be requested to share some part or all of transportations and accommodations of television shooting teams in many cases even if such program is actualized. For example, in case of two hours' drama program of which shooting is to be conducted in Tahiti this year, Tahiti Tourist Promotion Board bear all of

air-tickets, lodgings and boardings for 30 persons, plus 2.5 million yen of financial cooperation.

But drama programs on television can appeal the benefits and advantages of Greek Tourism vividly to Japanese audience once it is on air. Its possibility should be sought after, even if it is rather small.

(vi) Enhancement of Cooperation for the Production of Movie (PR)

A few Japanese movies filmed in foreign countries are newly released in Japan annually.

As it is well known that a movie named "Dedicated to Aegean Sea" was one of the major reasons for the sharp increase of Japanese tourists to Greece in 1979, it is important to enhance the cooperation for the production of movie. Greece always has a chance for attracting movie shooting team from Japan.

(vii) Cooperation for the Production of Animation (PR)

Many animation films are made public in Japan annually. The world of Greek Mythology can be revived only by animation. When some animation film based on Greek Mythology is produced by Greek movie production, it will help young generation of the world know and understand Greece although it costs a large amount of money.

(viii) Enhancement of Cooperation for the Production of Commercial Message Film by Major Companies (PR)

Innumerable commercial films of private companies are on air on television every day. These commercial films are of various characters and many of them are recently filmed overseas. There are several ones filmed in Greece, for example in Mykonos. What GNTO Tokyo Office has to do is to visit and persuade some companies to use Greece as the place of commercial message film shooting. Other than that, GNTO Head Office needs to offer some cooperations so that film shooting may be conducted smoothly.

(ix) Approach to Record Companies, Musicians, etc., for the Utilization of Popular Song (PR)

A song called "Enchanted" with Aegean Sea as its theme was very popular in Japan in 1979. That is considered to be another reason for the large increase of Japanese tourists to Greece in 1979, as well as the movie mentioned above.

Although the influence of a song doesn't continue so long, it has a fairly large influence especially on younger generation.

It is necessary to approach to record companies, musicians, composers, etc., in order to produce and make a song on Greece popular in Japan.

- (x) Invitation of Honeymoon of Top-ranking Japanese Actor, Actress or Singer.

Australia Tourist Commission invited the honeymoon of Mr. Hiromi Goh and Mrs. Yurie Nitani to Australia. Mr. Goh is a top-ranking singer and Mrs. Nitani an actress. How they travelled in Australia was broadcast on television later in Japan. This nationwide broadcast on television is considered to have contributed to generate a great deal of "Australia boom" in Japanese market.

This experience of Australia is worthwhile studying. The cooperation of television broadcasting company and airline company, etc. is indispensable for the success.

- (xi) Approach to Publishing Companies for the Utilization of Novel (PR)

There are several Japanese novelist influential to young generations. It is worth trying to persuade some publishing companies to issue a book with scenes laid in Greece, utilizing some popular novelist. Some mystery story with Aegean Sea as its scene will be quite appealing for young people.

- (xii) Showing a Commercial Message Film Produced by GNTO at Movie Theatres. (AD: Advertisement)

There are about 232 movie theatres in Tokyo and 138 in Osaka respectively, in which commercial message films of private companies are shown prior to the movies themselves.

This commercial message film can be effective measures for the introduction of Greece to Japanese young women, if it is shown at the movie theatres appropriately chosen based on the characters of movies. Singapore and Thailand actually conducted this measure in recent years.

Two kinds of expenses are required for this program. First of all, a film that introduces Greece has to be produced. But if there are any appropriate video-tapes or movie films of Greece, it is possible to reproduce a new film of high quality by editing them.

Other than the above expense, the charge paid to movie theatres is required. For example, a movie theatre called "Shibuya Pantheon" located in Tokyo can accommodate 1,250 persons. The actual number of the audience is estimated about 70-80% of its capacity on the average. Since the same movie is shown four times a day, 49,000-56,000 persons are estimated to see the same commercial film during two weeks. It costs about 0.25 million drachmas to show 30 seconds' commercial film at this movie theatre for two weeks. The price of other cinema theatres in Tokyo and Osaka are almost the same as that of the above theatre. It is considered to be relatively economical measures compared with other mass-media.

b) Implementation Plan

On the basis of "Basic Ideas" previously mentioned, "Implementation Plan" to be conducted during 1990-92 is referred to hereunder.

Projects for implementation are chosen from among "Basic Ideas", taking into consideration a few points, namely the feasibility of each idea — amount of expenditure required, budget and man-power of GNT0 Tokyo Office, possibility of gaining the cooperation of mass-media, travel agencies and the concerned sectors in Japan.

(i) Enhancement of Cooperation for Television Programs Useful for Introducing Greece's Attraction (PR)

o Year/Target Frequency

Year	Target Frequency
1990	6 television programs
1991	6 television programs
1992	6 television programs

This promotional activity should be conducted with the above target frequency. As a result, Japanese people watch Greece on television once per two months on an average all through the year.

o Television programs to be approached

Needless to say, GNT0 Tokyo Office should approach with priority to the television programs with higher audience rates such as mentioned in CHAPTER 7. (7.4.5.3)

It is a matter of course that Greece's number of appearance on television is more the better. Consequently, GNT0 Tokyo should approach to as many television programs as possible.

o Cost

The degree of GNT0's cooperation which would be requested by television broadcasting companies are different according to circumstances. But GNT0 will have to share some part or all of the air-tickets, lodging and boarding expenses etc. of television shooting teams in many cases, other than offering various cooperation so that television shooting may be conducted smoothly in Greece.

o Points to be noted

The person to whom GNT0 Tokyo Office should approach first of all is the producer in charge of the television program concerned.

The concerned people of these television are eagerly requesting GNT0 to offer convenience to them so that television shooting may be carried out smoothly in Greece, particularly at historical relics. According to a related person, they have an impression that the current restrictions on television shooting at historical sites are too strict. It should be examined to relax such restrictions in the future.

Note: Television shooting of the program named "Discover the Mystery of the World", one of the most popular quiz programs is due to take place in Greece this year.

(ii) Intensification of Cooperation for Magazines for Female (PR)

o Year/Target Number of Magazines

Year	Target Number of Magazines
1990	6 magazines
1991	6 magazines
1992	6 magazines

o Magazines to be approached

Magazines are to be determined taking into consideration the circulation, popularity, market clientele of each magazine, with reference to the magazines shown in CHAPTER 7. (7.4.5.3)

o Cost

As is the case with television programs, it depends on the negotiations with magazine companies to what extent GNT0 is required to co-operate with them.

o Points to be noted

One or two pages of articles on Greece is neither sufficient in quantity nor likely to attract readers' attention. Therefore, more than 5-10 pages of articles on Greece should be published in some magazines, if possible.

(iii) Carrying Out Press Tour

o Year/Target Number of Participants/Duration of Tour

Year	Target Number of Participants	Duration of Tours
1990	2 persons x 6 companies	2 weeks
1991	2 persons x 6 companies	2 weeks
1992	2 persons x 6 companies	2 weeks

o Cost

When GNTO can't get free air-tickets from airline company, the expenses required for press tours in each year are as follows:

Year	Cost
1990	6 million drs.
1991	6 million drs.
1992	6 million drs.

o Points to be noted

Japanese tourists generally determine their destinations two or three months prior to departure. Consequently, it is desirable for GNTO that articles on Greece should be published on the February numbers or the March numbers, and the June numbers of some magazines, when planning to attract Japanese tourists during shoulder season of Greece. The above press tours should be arranged appropriately in time for the publication of the magazines concerned.

(iv) Enhancement of Cooperation for the Production of Commercial Message Films by Major Companies

o Year/Target Number of Commercial Films

Year	Target Number of Commercial Films
1990	10 commercial films
1991	10 commercial films
1992	10 commercial films

o Companies to be approached

It is recommendable to approach to advertisement agencies such as Dentsu, Hakuhodo, etc.

o Cost

Although GNTO will be requested to offer convenience to such companies so that film shooting may make good progress in Greece, it is not likely that Japanese companies should ask GNTO to share some part of the expenses necessary for their film shooting in Greece.

o Points to be noted

Generally, Greece is not so well known to the persons in charge of advertisement of major companies. Therefore, prior to the visits to such persons, the staff of GNTO Tokyo

Office has to examine and prepare what advantages and benefits the company concerned can gain by film shooting in Greece.

According to circumstances, GNTO has to visit a person of advertisement agency entrusted with the film shootings by advertiser, instead of the person of advertiser company.

(v) Showing a Commercial Message Film Produced by GNTO at Movie Theatres (AD)

o Year/Target Frequency and Target Number of Movie Theatres

Year	Target Frequency	Target Number of Movie Theatres
1990	2 weeks x 2 times	Tokyo 15, Osaka 10
1991	2 weeks x 2 times	Tokyo 15, Osaka 10
1992	2 weeks x 2 times	Tokyo 15, Osaka 10

o Number of movie theatres to be utilized

The number and constitution of the visitors to movie theatre is influenced by the character of the movie film shown at the concerned theatre. 15 movie theatres in Tokyo and 10 in Kansai region will be sufficient in number.

o Cost

.Cost of production of film

If there are some appropriate films or video tapes, it is possible to produce a film newly by reediting them. In this case, 30 seconds film will cost about 3.5 million drachmas (3 million yen).

.Cost to be paid to movie theatres

When 30 seconds' film introducing Greece is shown four times per day at 15 movie theatres in Tokyo and 10 in Kansai District (Osaka, Kyoto, Kobe) for two weeks, it costs 5.5 million drachmas.

If budget is available, this measure should be taken two times a year. If it is difficult to repeat this promotional activity both in Tokyo Metropolis and Kansai District it will be better to conduct two times only in Tokyo rather than to advertise once both in Tokyo and Kansai.

The cost required for this program can be estimated as follows, presuming that this measure is taken twice a year in both regions of Tokyo and Kansai.

Year	District	Target Number of Movie Theatres	Target Frequency	Cost
1990	Tokyo	15 theatres	x 2 times	7 million drs
	Kansai	10 theatres	x 2 times	4 million drs
1991	Tokyo	15 theatres	x 2 times	7 million drs
	Kansai	10 theatres	x 2 times	4 million drs
1992	Tokyo	15 theatres	x 2 times	7 million drs
	Kansai	10 theatres	x 2 times	4 million drs

o Points to be noted

As previously mentioned, the number and constitution of spectators by sex, age etc. depends on the character of the movie shown at the concerned cinema theatres. Therefore, it has to be deliberately examined which movie theatres should be used for this purpose.

It is more or less one month before its opening that the name of the movie shown at the theatre concerned is finally determined.

(2) Exhibitions and Fairs

a) Basic Ideas

(i) Cooperation for the Exhibition of Ethnikon Archaeological Museum in Tokyo (PR)

According to a person in travel industry, it is said that "Exhibition of El Greco" (1986) contributed to the introduction of Spain to Japanese people and as its result, to the increase of Japanese tourists to Spain. (7.4.5.4)

Needless to say, the first purpose of such exhibition is to introduce the western art to general public in Japan. But it can't be denied that it has some promotional function to attract Japanese tourists to the concerned country.

The same possibility as that of Spain should be pursued. The National Museum of Western Art, Tokyo will be the most appropriate site from all points of view. This museum hold two or three special exhibitions every year. The programs of special exhibitions during 1990-91 are already fixed. But since those in 1992 are not yet determined completely, it is recommendable to approach to this museum as soon as possible.

It is considered very important for the realization of this exhibition in the near future that GNTO Head Office approaches to Greek Ministry of Culture on this matter from the viewpoint of attracting Japanese to Greece.

All expenses of such exhibitions are shared by some sponsors in Japan in many cases.

- (ii) Enhancement of Cooperation for Exhibitions and Fairs on Greece Held by Department Stores (PR)

As mentioned previously in CHAPTER 7, department stores in Japan hold various exhibitions and fairs on foreign countries. (7.4.5.4)

Department stores are likely to ask Greece to offer some products for display when they hold Greek Fairs. GNTO Tokyo Office needs to maintain cooperative relations with Greek Embassy in Tokyo, in order to bring such products from Greece.

- (iii) Intensification of Cooperation for Food Fairs and Festivals on Greece Held by Hotels (PR)

Among the food fairs and festivals held at the major hotels in Tokyo and Osaka, those on European countries and USA occupy the large part of them, while those on South East Asia and Africa can rarely be observed. (7.4.5.4)

Since those events offer valuable opportunities for Japanese people to get acquainted with Greek food, it will be necessary to promote such fairs and festivals also from the viewpoint of tourism promotion. The cooperation for this program doesn't need so much budget although the dispatch of a few cooks is sometimes needed.

- (iv) Participation in the Travel Trade Fairs (PR)

There are two travel trade fairs of large scale held in Tokyo and Osaka.

- . Tour EXPO'89 (Apr. 27 - May 1 / Osaka)
- . JATA Congress (November / Tokyo)

- (v) Opening GNTO's Booth for Information Service at University Festivals (PR).

University festivals are held at many universities in spring and autumn, and continue 3-4 days, during which many students visit there.

It is estimated that students constitute more than 10% of the total Japanese tourists to Greece. Therefore, the above mentioned festivals can be appropriate opportunities for presenting Greece.

It is likely to some extent that GNTO Tokyo Office opens a booth jointly with some travel agencies that deals with many students customers.

b) Implementation Plan

(i) Cooperation for the Exhibition of Ethnikon Archaeological Museum in Tokyo (PR)

o Year

1992

o Site

The National Museum of Western Art, Tokyo

o Number of articles

Generally speaking, about 100 articles are required to hold an independent exhibition, although this number depends on the size of each item.

o Cost

The Greek side doesn't need so much money for this exhibition since Japanese sponsor will share the major part of the expenses in such cases.

o Points to be noted

Newspaper company and television broadcasting company are likely to become the sponsor of exhibition.

(ii) Enhancement of Cooperation for Exhibitions and Festivals on Greece Held by Department Stores and Hotels (PR)

o Year/Target Number of Department Stores and Hotels

Year	Target Number of Department Stores	Hotels
1990	2	2
1991	5	5
1992	5	5

o Objects to be approached

Major department stores and hotels in Tokyo and Osaka can be mostly the objects to which GNTO Tokyo Office should approach.

However, Odakyu Department Store in Shinjuku district, Tokyo is excluded since an exhibition of Leiden Museum, Netherlands on ancient Greece and Rome was already held from Mar. 15th to Apr. 16th this year under the co-operation of Netherlands Embassy.

o Cost

Foreign embassy is likely to be requested to select a few suitable cooks and share the air-tickets for them in many cases of food festivals held at hotels.

On the other hand, there are two kind of exhibitions in those held at department stores, as mentioned previously in CHAPTER 7. One is an exhibition of cultural character while another one focuses on the sales of products. (7.4.5.4)

In case of the former type, the Greek side rarely needs to share the expenses for exhibition. Also in case of the latter exhibition, the Greek side hardly needs to bear the expenses, although Greek Embassy is likely to be requested to offer some products for display.

o Points to be noted

With regard to food festival at hotel, GNTO Tokyo Office should approach to Imperial Hotel in Tokyo at first.

This hotel is one of the leading hotels in Japan and held food festivals on foreign countries five times in 1988 — Italy, Ireland, France, Mexico, West Germany. The person in charge is showing an interest in Greek Food Festival, although the programs in 1989 were already determined.

GNTO Tokyo Office should approach to this hotel in co-operation with Greek Embassy in Tokyo as soon as possible, since the persons in charge begin to plan such food festivals about two years in advance.

(iii) Participation in Travel Trade Fairs (PR)

o Year/Target Number of Travel Trade Fairs/Cost

Year	Target Number of Travel Trade Fairs
1990	2 times
1991	2 times
1992	2 times

The above two travel trade fairs are joint travel fairs with ETC. It costs nothing for GNTO Tokyo Office to take part in these two trade fairs, since GNTO participates in them as a member of ETC.

(iv) Opening GNTO's Booth for Information Service at University Festivals (PR).

o Year/Frequency

Year	Target Number of Universities
1990	2 universities
1991	-
1992	-

On the basis of the results in 1990, the numbers of universities both in 1991 and 1992 are to be determined finally.

o Cost

In case that GNTO Tokyo Office opens a booth at a university festival, it will cost approximately 0.25 million drachmas. Therefore, the cost required in 1990 is as follows:

Year	Cost
1990	0.5 million drs
1991	-
1992	-

o Points to be noted

Some travel agencies dealing with many students are likely to conduct promotional activities at such university festivals jointly with GNTO Tokyo Office.

(3) Promotional Materials to be Produced by GNTO Tokyo Office

a) Basic Ideas

(i) Production of Brochures (PR)

zThere are now five kinds of brochures in Japanese language; Greece, Athens-Attica, Aegean Sea One-Day Cruise, Delphi, and Olympia. (7.4.1.4)

But the brochures of target areas should be produced in Japanese language, in larger size and in more bright colours in the future so that they may attract the attention by both of travel agents and prospective visitors.

If budget allows, it is desirable that the brochures of Greece and Athens should cover approximately half the number of Japanese tourists to Greece.

(ii) Production of Posters (PR)

In case of the posters of Foreign Government Tourist Office, there are two kinds of sites where those posters are to be placed: at stations of railway and subway, and offices of travel agencies.

Particularly in case of Japanese tourists, about 90% of them go abroad under the arrangement by travel agencies and visit a few travel agencies before determining their destinations. Consequently, the advertising activity in the form of posters at travel agencies is considered to be very important.

Posters mainly to be produced are those of Greece, Athens, Rhodes, Mykonos, Eastern Peloponnese and 3-day cruise.

(iii) Improvement of Video-tapes (PR)

There are four kinds of promotion video-tapes narrated in Japanese language at GNTO Tokyo Office. They are:

- . Scope of Athens (20 minutes) 10 pieces
- . Mythology and Historical Relics in Greece
(18 minutes) 10 pieces
- . Greece and Sea (15 minutes) 10 pieces
- . Joyful Greece Cruise (20 minutes) 1 piece

But they are somewhat old-fashioned and not so attractive. Furthermore, their numbers of pieces are rather small.

Video players are installed at many travel agencies that deal with overseas travel. Therefore, if promotion video-tapes of Greece are available at such offices, Greece is likely to stand at advantage over other countries.

(iv) Photo-library (Sales Assistance : SA)

There are a great deal of photographs to lend at GNTO Tokyo Office. Those photographs are sufficient in number although some of them are not necessarily beautiful.

Consequently, it will be more important to make the existence of this photo-library well known to travel agencies and advertising companies rather than to prepare new photographs.

(v) Improvement of Display Materials (PR)

There are about 10 kinds of display materials at GNTO Tokyo Office - national flags, folk costumes, ornaments made from bronze etc. But some of them are already used and no good in quality.

When GNTO Tokyo Office enhances the cooperation with department stores and hotels, the improvement of display materials will be necessary too.

b) Implementation Plan

(i) Production of Brochures (PR)

o Year/Number of Copies/Cost

Year	Edition	Number of Pages	Size	Number of Copies	Cost
1990	Greece	20	B-5	50,000	4 million drs
	Athens	8	B-5	50,000	2.5 million drs
	Rhodes	8	B-5	10,000	1 million drs
	Mykonos	8	B-5	10,000	1 million drs
	Eastern Peloponnese	8	B-5	10,000	1 million drs
	3-4 day cruises	8	B-5	10,000	1 million drs
	Shopping Guide	32	A4-1/3	20,000	13 million drs
1991	Greece	20	B-5	50,000	2.5 million drs
	Athens	8	B-5	50,000	1.5 million drs
	Rhodes	8	B-5	10,000	0.5 million drs
	Mykonos	8	B-5	10,000	0.5 million drs
	Eastern Peloponnese	8	B-5	10,000	0.5 million drs
	3-4 day cruises	8	B-5	10,000	0.5 million drs
	Shopping Guide	32	A4-1/3	20,000	10 million drs
1992	The same as 1991				

Note: The cost in 1990 includes production cost and printing cost, while only printing cost is required in 1991 and 1992.

The numbers of copies by sort to be printed in 1991 and 1992 should be finally determined on the basis of the result of distribution of each kind in 1990.

It is desirable that the photographs used in Japanese market are taken of by Japanese photographers. When two Japanese (cameraman & assistant) are dispatched to Greece for two weeks in order to take photographs for the production of brochures and posters etc., it will cost about 5.5 million drachmas additionally. As its result, the photo-library of GNTO Tokyo Office can be improved also.

o Points to be noted

The cover of each brochure should be somewhat bright in appearance so that it may catch the eyes of prospective visitors and travel agents more keenly. The current ones are not somewhat bright in design and colour.

(ii) Production of Posters (PR)

o Year/Size/Number of Pieces/Cost

Year	Edition	Variation	Size	Number of Pieces	Cost
1990	Greece	2	B.	500 x 2	1.5 million drs
	Athens	2	B.	500 x 2	1.5 million drs
	Rhodes	2	B.	500 x 2	1.5 million drs
	Mykonos	2	B.	500 x 2	1.5 million drs
	Eastern Peloponnese	2	B.	500 x 2	1.5 million drs
	3 day cruise	2	B.	500 x 2	1.5 million drs
1991	Greece	2	B.	500 x 2	0.5 million drs
	Athens	2	B.	500 x 2	0.5 million drs
	Rhodes	2	B.	500 x 2	0.5 million drs
	Mykonos	2	B.	500 x 2	0.5 million drs
	Eastern Peloponnese	2	B.	500 x 2	0.5 million drs
	3 day cruise	2	B.	500 x 2	0.5 million drs
1992	The same as 1991				

Note: Only printing cost is required in 1991 and 1992.
The size of B. is 1030 x 728 mm.

Number of posters by sort to be printed in 1991 and 1992 should be finally determined on the result of distribution in 1990.

o Site of advertising

The major part of the above posters are to be placed in the offices of travel agencies.

(iii) Improvement of Video Tapes (PR)

o Year/Title/Volume/Cost

Year	Title	Volume	Cost
1990	Greece	30	1 million drs
	Athens and its suburbs	30	1 million drs
	Rhodes	30	1 million drs
	Mykonos	30	1 million drs
	Eastern Peloponnese	30	1 million drs
	3 day cruise	30	1 million drs

Some new promotion video-tapes will be required other than the existing four video-tapes narrated in Japanese language.

The above cost estimation is based on the assumption that there are some appropriate video tapes of the above six editions narrated in English. Therefore, the above mentioned expenses include only the fee of translation, narration and dubbing.

It is not so realistic to send a shooting team to Greece for this purpose since it requires so much budgets.

o Site of advertising

The offices of travel agencies, the sites of travel trade fairs etc.

(4) Others

a) Basic Ideas

(i) Cooperation for Audition of a Mascot Girl for the Promotional Activities of a Private Company (PR).

This is the audition for the selection of a mascot girl of Greek origin for some Japanese private company's promotion activities. This audition is held in Greece.

The winner is due to act as the mascot girl of the concerned company for the next one year. For example, she attends at press conference to announce a new commodity. In another opportunity, she appears in the posters, brochures and commercial message film of the concerned company.

(ii) Enhancement of Cooperation with Publishing Companies of Guidebooks (SA)

As mentioned in CHAPTER 7, there are quite a few mistakes and descriptions unfavourable for Greece in the major guidebooks. Furthermore, the photographs observed in these guidebooks are black-and-white ones and not so beautiful with some exceptions. (7.4.5.4)

It is certain that guidebooks have not so much influence upon prospective visitors when they determine their destinations. These guidebooks, however, are considered to play a significant role in forming the image of the concerned destination before and after overseas travel, since many of Japanese tourists buy and use them. (7.4.5.4)

Accordingly, attention should be paid to the major guidebooks on Greece as well as the above mentioned brochures of package tours whether any mistakes, unfavourable descriptions or inadequate photographs are included or not. Appropriate information and photographs have to be provided in order to improve the misinformation.

(iii) Approach to Private Companies for Utilization of Prizes for Quiz Winners (PR)

There are many private companies in Japan that utilize quiz for the promotional purpose of their products. For example, some companies offer overseas travel as the prize of quiz programs on television, while other companies present foreign travels to the prize winners of the quiz opened to public through newspapers, posters etc. by the companies concerned.

GNTO can make the names of Greece and some tourist places well known and impressed among general public in Japan without spending money at all, only if GNTO can persuade the person of the concerned company in charge to choose Greek tour as the prize.

All the advertising divisions and public relations divisions of major private companies can be the objects for GNTO to approach.

(iv) Carrying Out An Audition "Miss Aphrodite" (PR)

An Audition is advisable for the selection of a campaign girl of GNTO Tokyo Office. She is due to play an important role in GNTO Tokyo's promotional activities in Japan for one year after this pageant. For example, she attends and gives an address at the seminars organized by GNTO Tokyo office. Or in other occasions, she visits Greece and is taken pictures of for some new brochures and posters.

Another purpose of this audition is to make the name of Greece well impressed and more popular among Japanese young women.

An audition of "Miss Korin" organized by Hong Kong Tourist Association was held at some hotel in Tokyo last autumn, and about 400 girls applied for it. They are fond of auditions and the effect of their word-of-mouth communication is not small.

(v) Participation in Seminars, Schools etc. (PR)

Innumerable seminars are held on the matters relevant to the history of Western Europe by local government and some kind of private schools named as "Culture Center" in Tokyo. "Asahi Culture Center" and "NHK Culture Center" are particularly famous among them. The major part of the participants in such seminars are women of over 45 years old, since they have enough time and money to take part in such seminars.

Although it is difficult for GNTO Tokyo office to attend so many seminars, it may be useful to attend and give some explanation on Greek tourism at some seminars in which influential persons participate.

(vi) Offering of a Trophy and Some Another Prize to the Winner of Grand Sumo Tournament. (PR)

Grand Sumo is some kind of wrestling and national sport of Japan. Its tournament is held six times a year and continues 15 days each time. This tournament is broadcast on television about three hours every day during its terms, and the winner can gain a great amount of money and prizes.

A few foreign countries are offering trophies and some other prizes to the winner. For example, Czechoslovakia presents a champion cup made of crystal, and United Arab Emirates a trophy and one year use fuel for car.

As mentioned above, this tournament is on air on television every day. Needless to say, many Japanese people watch the crystal glass of Czechoslovakia on television six times a year. It can be a good opportunity to make the name and some products of Greece well known and impressed among Japanese.

Japan Grand Sumo Association is not so positive to increasing the number of countries which take part in the commendation ceremony. But this possibility is worth trying since Greece can find another opportunity for advertising in Japan.

(vii) Utilization of Greek Food Restaurants in Major Cities (PR)

There are a few Greek food restaurants in Tokyo and its vicinity, where many Japanese visit every night. Furthermore, it is presumed that some part of those visitors are favourably disposed not only toward Greek food but also toward Greece itself. In other words, they are the prospective visitors to Greece. Consequently, the measures for public relations at such Greek food restaurants — brochures, posters, event, etc. — should be examined.

2) Promotional Activities toward Travel Agents and Concerned Sectors

(1) Travel Agents

a) Basic Ideas

(i) Carrying Out Study Tour (SA)

There is a proverb that seeing is believing. This can apply to the promotion to travel agencies. Tourism Authority of Thailand invited about 400 staff members of Japanese travel agencies to Thailand during half a year jointly with Thai Airways International, while British Tourist Authority 100 during a year. Australia Tourist Commission is also inviting so many travel agents in recent years jointly with Quantas and Japan Air Lines.

In case of study tour, GNTO Tokyo is certainly in a disadvantageous position since Olympic Airways doesn't fly into Japan.

But GNTO should increase the number of participants in study tours as far as the budget permits, because this is one of the most effective measures to motivate the staff of travel agencies.

With regard to study tour, not only the number of participants but the itinerary are very important. It is a matter of course that a few target area in the coming few years should be included preferentially in its itinerary.

(ii) Carrying Out Agent Seminar (SA)

Many Foreign Government Tourist Offices hold seminars with travel agencies as their participants in major cities of Japan annually.

As mentioned in CHAPTER 7, the seminars organized by GNTO Tokyo Office are suspended for the past two years probably on account of austerity policy. This kind of seminars are indispensable for appealing the presence of Greece to travel agencies under the fierce competition with other countries. The persons in charge of the planning of major package tours and the persons in charge of sales promotion of overseas travel in Tokyo Metropolis and Kansai District have to be invited to these seminars at least. Selection of travel agents and persons in detail is as important as the number of participants in such seminars.

In addition to travel agencies, some adequate person in charge of promoting cruise in Japan should be invited to seminars as before so that he can introduce the benefits and advantages of Aegean cruise to travel agencies.

(iii) Publication of "Greece News" (SA)

"Greece News" is published and distributed to travel agencies and other relevant sectors four times annually. This promotional activity should be basically continued as before.

There is some room for examining the possibility of enlarging the size of this news from B5 type to A4 type, so that this news may catch the eyes of travel agencies more keenly.

(iv) Financial Cooperation for Promotional Activities of Travel Agencies (SA)

In 1988, GNTO Tokyo Office gave some amount of financial aid to a major travel agency that produced an independent brochure of Greece.

Although the degrees of cooperation depend on the negotiations with travel agencies, such co-operation is to be maintained and enhanced also in the future.

(v) Cooperation for Production of Brochures of Travel Agencies (SA)

There are about 400 package tour brands in Japan and a great deal of brochures are produced every year.

However, there are few brochures in which attractive and beautiful photographs are included.

First of all, the photographs and descriptions of Greece in the brochures of major package tour brands should be examined, since prospective tourists often determine their destinations based on their impression of each country in those brochures. If the circumstances allow, it is desirable for GNTO Tokyo Office to suggest or advise the concerned travel agencies to use other photographs and to correct some descriptions on Greece in an appropriate way.

(vi) Participation in the Presentation of Major Package Tours (SA)

Wholesalers of package tours generally hold the presentation meetings of this package tour courses with the participation of many travel agents twice a year prior to the opening sale.

It depends on the decision of the person concerned of each package tour whether a staff member of GNTO can take part in it or not. But its possibility should be pursued, since it will contribute to appealing the presence of Greece directly to sales staff if it is realized. Needless to say, priority should be placed on the major package tour brands.

(vii) Regular Meeting with Major Travel Agencies (PR)

Generally speaking, major travel agencies are equal to major wholesalers of package tours in Japan. Therefore, some regular meetings will be helpful to the mutual understanding, even if the number of participants is rather few.

On such occasion, GNTO can hear the opinions and request from travel agencies and at the same time, convey the policies of GNTO, the advantages of Greek tourism and so on.

(viii) Participation in the Training of Staff of Major Travel Agencies (PR)

Travel agencies carry out the training of their staff members at various levels regularly all through the year. The subject of overseas travel is becoming more important year by year, as the number of Japanese foreign visitors goes up. It may be difficult to persuade the person in charge of training to admit some staff member of GNTO to attend at the site of training and give some explanation on Greece from the viewpoint of marketing.

b) Implementation Plan

(1) Carrying Out Study Tour (SA)

o Year/Target Number of Participants/Month

Year	Target Number of Participants	Months
1990	15 persons x 2 times	May, Sept.
1991	10 persons x 2 times	May, Sept.
1992	10 persons x 2 times	May, Sept.

o Persons to be invited

Persons in charge of planning and sales promotion of major package tour brands.

o Cost

In many cases of study tour, air-tickets are shared by airline companies. Therefore, what GNTO Tokyo Office has to do on this matter at first is to negotiate with some airline companies operating via north route.

When the length of stay in Greece is eight days, all the expenses including accommodations, meals, transportation, etc. in Greece will be approximately 180,000 drachmas per person, with some discount.

Therefore, when GNTO can't gain free air-tickets from some airline companies, the cost required for study tour in each year is as follows.

Year	Cost
1990	5.4 million drs.
1991	3.6 million drs.
1992	3.6 million drs.

o Points to be noted

Persons in charge of planning and sales promotion of major package tour brands generally change every two or three years. As a result, there are some staff members who have never been to Greece. Therefore, study tour should be performed on regular basis.

The itinerary of study tour is as important as the number of participants.

Considering the target areas previously determined in this study, Athens, Rhodes, Mykonos, Eastern Peloponnese and 3-day cruise have to be included in its itinerary at least for the next three years.

(ii) Carrying out Agent Seminar (SA)

o Year/City/Target Number of Participants

Year	City	Target Number of Participants
1990	Tokyo	200
	Osaka	80
	Nagoya	40
	Sapporo	40
	Fukuoka	40
1991	The same as 1990	
1992	The same as 1990	

o Cost

Year	Cost
1990	10 million drs.
1991	10 million drs.
1992	10 million drs.

o Points to be noted

More attention should be paid to the way of presentation than before. In other words, it should be conducted more visually and more interestedly so that participants feel interested in Greece, instead of explaining the tendency of Japanese tourists to Greece or some statistics for long.

It is not so effective to refer to all the regions in Greece. GNTO should focus on a few regions that are to be promoted with priority during the year concerned.

(iii) Publication of "Greece News" (SA)

o Year/Target Frequency/Target Volume

Year	Target Frequency	Target Volume
1990	4 times	20,500 copies
1991	4 times	20,500 copies
1992	4 times	20,500 copies

o Size

The size of this news should be enlarged from B5 type to A4 so that it may catch the eyes of travel agencies more keenly. Furthermore, it is desirable that this news is printed in colour.

o Cost

10 million drachmas every year

o Points to be noted

"Greece News" should be distributed to the persons in charge of the planning of package tours when the number of copies is enough to deliver. It may be rather difficult to expect that the sales staff at branch offices of travel agencies read it during their busy working hours.

(iv) Financial Cooperation for Promotional Activities of Travel Agencies (SA)

o Travel Agencies to be Approached

It is not so effective to approach equally to many travel agencies. GNT0 Tokyo should focus on a few major travel agencies.

o Cost

Year	Cost
1990	25 million drs.
1991	25 million drs.
1992	25 million drs.

o Points to be noted

This is certainly one of the most effective measures on a short term basis. However, some other measures should be undertaken with priority from a long-termed point of view, since this measure is likely to cause addiction.

(v) Cooperation for the Production of Brochures of Travel Agencies (SA)

o Year

The package tour courses of Japan are mostly planned twice a year. The first half generally covers the term of Apr. to Sep. while the second half deals with the term of Oct. to Mar.

The concerned staff members of wholesalers generally begin planning about 10 months prior to each term. Therefore, the staff of GNT0 has to approach to those persons in planning divisions of package tours at such appropriate times.

o Package tour brands to be approached

For the time being, the seven brands previously mentioned will be the objects to be approached, judging from the number of their customers. (7.4.5.2)

o Points to be noted

Recently, the major wholesalers have the so-called "the second brands", which generally deal with the tours of lower cost than "the first brands". For example, "Palette" of JTB, "My Tour" of KINKI NIPPON TOURIST, "Best Tour" of NIPPON TRAVEL AGENCY, "AVA" of JAPAN CREATIVE TOURS and so on.

The numbers of travellers who take part in these "second brands" exceed those of "first brands" in some cases.

Therefore, attention should be paid also to these "second brands".

(vi) Regular Meeting with Major Travel Agencies (PR)

Major purpose of this regular meeting is to appeal the benefits and advantages of Greek tourism to leading travel agencies (= wholesalers).

If it is difficult to hold a meeting with the participation of several travel agencies, it is likely that the staff members of GNTO should meet and have a talk with each travel agency individually. It is particularly necessary to have such a talk with a travel agency prior to the planning of the next six months' package tour courses.

(2) Concerned Sector

a) Basic Ideas

(i) Participation in Tourism School Class (PR)

There are many special schools relevant to tourism in Tokyo.

The major part of these students join travel agencies after graduation. Consequently, if any staff members of GNTO can attend at some appropriate teachings of these schools - i.e. current situation of foreign countries - as a teacher, it will be possible to explain and appeal the advantages of Greek tourism directly to the staff members of travel agencies in the near future.

(ii) Approach to the Relevant Sectors and Organizations (PR)

As shown in the table below, there are a few organizations in Japan that will be helpful to the promotion of Aegean cruise and others in Japanese market. Since there are some other organizations useful for GNTO, adequate attention should be paid to, and personal connection with such organizations have to be strengthened.

Name of Organization	Main Purpose
Japan Greece Society	Promotion of cordial relationship between 2 countries. About 40 big companies take part in this Society.
Japan Maritime Public Relations Center	Diffusion and public relations of marine affairs (including leisure)
Sub-Forum on Travel by Ocean Going Passenger Ships of Overseas Travel Promotion	Promotion of travel by ocean-going passenger ships

(iii) Approach to Overseas Travel Promotion Forum (PR)

The Overseas Travel Promotion Forum was established in Nov., 1987 to facilitate the implementation of 'the Program for Doubling Japanese Tourist Going Abroad' launched by the Ministry of Transport in Sep., 1987.

The purpose of this Forum is to discuss the effective implementation of the specific measures of the program in the light of the objectives of the Program.

b) Implementation Plan

(i) Participation in Tourism School Class

When GNTO succeeds in persuading the person in charge, one hour or so will be given to GNTO as the hours of teaching. Anyway, GNTO has to prepare for the teaching according to the length of school hours given to GNTO.

It is advisable that this teaching should be conducted visually and interestedly so that students feel interested in Greece.

(ii) Approach to The Relevant Sectors and Organizations

The organizations to be approached are as written previously in "Basic Plan". GNTO Tokyo should maintain and strengthen the various and co-operative relations with such organizations.

3) Summary of Programmes and Costs for Promotional Activities during 1990-92

Proposed promotional activities are summarized with their programmes from 1990 to 1992 as shown in Table 9.3.1.

Table 9.3.1: Proposed Projects for Promotional Activities

CONSUMER	1990		1991		1992	
		Cost		Cost		Cost
a) Mass Media						
(i) Television Programs Useful for Introducing Greece's Attractions	6 programs	—	6 programs	—	6 programs	—
(ii) Magazines for Female	6 magazines	—	6 magazines	—	6 magazines	—
(iii) Press Tour	2 persons x 6 companies	6 mil.dr.	2 persons x 6 companies	6 mil.dr.	2 persons x 6 companies	6 mil.dr.
(iv) Commercial Message Films by Major Companies	10 commercial message films	—	10 commercial message films	—	10 commercial message films	—
(v) Showing A Commercial Message Film Produced by GNTD at Movie Theatres	25 movie theatres x 2 times Cost of producing film	11 mil.dr. 3.5 mil.dr.	25 movie theatres x 2 times	11 mil.dr.	25 movie theatres x 2 times	11 mil.dr.
b) Exhibitions and Fairs						
(i) Co-operation for The Exhibition of Ethnikon Archeological Museum					1 time	—
(ii) Co-operation for Exhibitions and Fairs on Greece Held by Department Stores and Hotels	Department Store 2 Hotel 2	— —	Department Store 5 Hotel 5	— —	Department Store 5 Hotel 5	— —
(iii) Participation in Travel Trade Fairs	2 fairs	—	2 fairs	—	2 fairs	—
(iv) Opening GNTD's Booth for Information Service at Cultural Festivals of Universities	2 universities	0.5 mil.dr.	—	—	—	—
c) Promotional Materials to be Produced by GNTD Tokyo Office						
(i) Brochures	Greece 50,000 Athens 50,000 Rhodes 10,000 Eastern Peloponnesese 10,000 3 cruise 10,000 Shopping Guide 20,000	4 mil.dr. 2.5 mil.dr. 1 mil.dr. — 1 mil.dr. 1 mil.dr. 13 mil.dr.	Greece 50,000 Athens 50,000 Rhodes 10,000 Eastern Peloponnesese 10,000 3 cruise 10,000 Shopping Guide 20,000	2.5 mil.dr. 1.5 mil.dr. 0.5 mil.dr. — 0.5 mil.dr. 0.5 mil.dr. 10 mil.dr.	Greece 50,000 Athens 50,000 Rhodes 10,000 Eastern Peloponnesese 10,000 3 cruise 10,000 Shopping Guide 20,000	2.5 mil.dr. 1.5 mil.dr. 0.5 mil.dr. — 0.5 mil.dr. 0.5 mil.dr. 10 mil.dr.
	Dispatch of 2 persons (Cameraman & assistant)	5.5 mil.dr.				

Table 9.3.1: Proposed Projects for Promotional Activities

CONSUMER	1990		1991		1992	
		Cost		Cost		Cost
c) Promotional Materials to be Produced by GNTD Tokyo Office						
(ii) Posters	Greece 500 x 2 Athens 500 x 2 Rhodes 500 x 2 Mykonos 500 x 2 Eastern Peloponnese 500 x 2 3-4 days cruise 500 x 2	1.5 ml. drs 1.5 ml. drs 1.5 ml. drs 1.5 ml. drs 1.5 ml. drs 1.5 ml. drs	Greece 500 x 2 Athens 500 x 2 Rhodes 500 x 2 Mykonos 500 x 2 Eastern Peloponnese 500 x 2 3-4 days cruise 500 x 2	0.5 ml. drs 0.5 ml. drs 0.5 ml. drs 0.5 ml. drs 0.5 ml. drs 0.5 ml. drs	Greece 500 x 2 Athens 500 x 2 Rhodes 500 x 2 Mykonos 500 x 2 Eastern Peloponnese 500 x 2 3-4 days cruise 500 x 2	0.5 ml. drs 0.5 ml. drs 0.5 ml. drs 0.5 ml. drs 0.5 ml. drs 0.5 ml. drs
(iii) Video Tapes	Greece (30pcs) Athens and its suburbs (30pcs) Rhodes (30pcs) Mykonos (30pcs) Eastern Peloponnese (30pcs) 3-4 days cruise (30pcs)	1 ml. drs 1 ml. drs 1 ml. drs 1 ml. drs 1 ml. drs 1 ml. drs				
d) Others						
(i) Audition of Mascot Girls	1 company (1989)	—				
(ii) Cooperation with Publishing Companies on Guidebooks	5 companies	—	5 companies	—	5 companies	—
(iii) Prizes for Quiz Winner		—		—		—
(iv) Participation in Seminars, Schools		—		—		—
(v) Utilization of Greek Food Restaurants in Major Cities		—		—		—
TOTAL		65 ml. drs		36 ml. drs		36 ml. drs

Travel Agencies & Concerned Sectors	1990		1991		1992	
		Cost		Cost		Cost
a) Travel Agencies						
(i) Study Tour	15 persons x 2	3.4 ml. drs	10 persons x 2	3.6 ml. drs	10 persons x 2	3.6 ml. drs
(ii) Seminar	400 persons in 5 major cities	10 ml. drs	400 persons in 5 major cities	10 ml. drs	400 persons in 5 major cities	10 ml. drs
(iii) Publication of "Greece News"	20500 copies x 4 times	10 ml. drs	20500 copies x 4 times	10 ml. drs	20500 copies x 4 times	10 ml. drs
(iv) Co-operation for the Advertising of Travel Agencies	3-4 travel agencies	25 ml. drs	3-4 travel agencies	25 ml. drs	3-4 travel agencies	25 ml. drs
(v) Cooperation with Travel Agencies on the Production of Brochures	7 package tour brands	—	7 package tour brands	—	7 package tour brands	—
(vi) Regular Meeting with Major Travel Agencies	Several travel agencies	—	Several travel agencies	—	Several travel agencies	—
b) Concerned Sectors						
(i) Participation in the Teaching at Special Training Institution	3 institutions	—	3 institutions	—	3 institutions	—
(ii) Approach to the Relevant Sectors and Organizations	3-5 organizations	—	3-5 organizations	—	3-5 organizations	—
TOTAL		50.4 ml. drs		46.6 ml. drs		46.6 ml. drs