

Year 3, Number 12

October - December 2010

Price 5 euro

In-On

Special Term Crete Business Issue

www.e-inon.com

Regional development of Small and Medium-sized enterprises



Panos Carvounis

ISSN 1791 - 019



Research center of Euro-Mediterranean
Co-Operation in the University of Crete

In - On

Special Term Crete Business Issue

www.e-inon.com

Year 3, Number 12 October - December 2010

Price 5 euro



Subscription

Dear friends, if you wish to subscribe to "In-On" magazine, we inform you that subscription cost is:

- Annually for Greek citizens 25 euro for companies 35 euro, for legal entities 50 euro
- Annually for European Countries 70 euro and for the rest of the Countries 70 euro

Annual subscription contains:

- Four issues of the three-month magazine "In-On"
- Access to special units of our site www.e-inon.com

1) We charge the credit card VISA or MASTERCARD by referring to the number, expiry date, the last three numbers at the back of the credit card where the signature is placed, full name and address, telephone numbers and send by fax to 0030 2102117497

2) Bank Deposit

- Swift Address: BIC CRBAGRAA ALPHA BANK (IBAN) GR 40014010101002101262486

- Swift Address: EFGBGRAA EUROBANK (IBAN) GR6102601110000240100719414 justifying that it is for "In-On" magazine Subscription.

It is also necessarily to send by fax to 0030 2102117497 the deposit receipt, with clear letters the Full name and the telephone number or by e-mail to e-inon@e-inon.gr the number of the deposit and your full number.

Table of Contents

3 Periscope:

"Ideas regarding the two notions: Innovation - Competitiveness" by John Stournaras, Professor of Economics at the University of Athens and Chief Executive Officer at the Institute of Economic and Industrial Research and by Spyros Travlos, Business Consultant.

6 First ladies:

"The government moves forward to an effort to expand development towards Periphery" underlines in "In-On" magazine Mrs. Stella Papadaki-Tzedaki, Director General of the Administrative & Financial Services at the University of Crete.

8 European Commission:

"Small and medium-sized enterprises are key ways to

boost regional economies" Mr. Panos Carvounis Head Delegate of the European Commission in Greece.

10 Special edition:

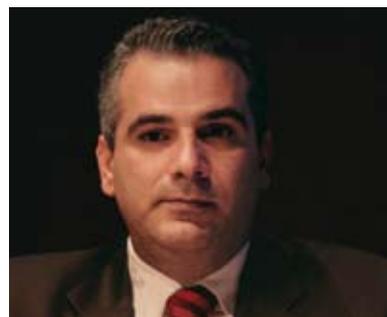
Defeat the economic crisis.

12 Personalities of Crete:

Research center of Euro-Mediterranean Co-Operation in the University of Crete.

14 Projection:

Cooking lessons in the "Botanical Park of Crete".



Dr. Dimitris Xenakis

Owner-Editor: Kostas Liakakis – Publishing Consultant: Panagiotis Lampropoulos – Public Relations: Dinitra Galonaki – Scientific Contributors: George Glavakis, John Mihelagianakis – Advertising: Dionisis Margaritis, Manolis Linaritis – Subscription: Dionisis Margaritis – Translation: Anna Vasiliou – Redaction and Production: Idea Graphics Design – Printing: Andreas Mpotzakis, Telephone 0030 210 3301604- Magazine "In-On", P.O. BOX 24080 ATHENS – GREECE, Telephone 0030 2102117497, 0030 6972705528, fax 0030 2102117497, <http://www.e-inon.com>, e-mail: e-inon@e-inon.gr

FAEP
FIPP

John Stournaras, Professor of Economics at the University of Athens and Chief Executive Officer at the Institute of Economic and Industrial Research



«Ideas regarding the two notions: Innovation - Competitiveness»

By John Stournaras, Professor of Economics at the University of Athens and Chief Executive Officer at the Institute of Economic and Industrial Research and by Spyros Travlos, Business Consultant.

A. General Findings

Economic progress is related to various factors. According to the latest views, the creation of the nations' wealth depends on the smooth and competitive function of the markets, the application of the "triangle of knowledge" (Education-Research-Innovation), the smooth function of the institutions and the quality of democracy.

The application of the triangle of knowledge determines the competitiveness and the financial progress of the economic systems in the long term, to a great extent. This is so because competitiveness in developed economies not merely depends on the relative costs and the relative prices but also depends on the technological content, differentiation and the quality of products and services.

In Greece the application of the "triangle of knowledge" is quite poor. The ranking of progress in the field of secondary education in the assessment program PISA of the OECD is third to last. The progress of higher education is also relatively poor (the best Greek highest educational institution, the University of Athens is listed below 175 position worldwide) even if this position is not regarded so weak compared to the countries of the European South, such as Portugal. Finally, our progress regarding innovative activities is also poor according to the available indexes of OECD.

Based on the above findings we are not surprised by the fact that

the level of coverage of the imported products of medium and high technology to the corresponding exports in Greece is the lowest in the EU-27, nor by the low Greek performance in the so called "structural competitiveness". Greek economy suffers, among others, not only in the general level of Education but also in the fact that there are no investments in research, growth and innovation. Therefore, one of the greatest developmental but also social challenges in Greece today is the improvement of the triangle of knowledge. The new developmental and social Greek model should be based to a great extent to the economy of knowledge.

Innovation is undoubtedly both a scientific and business activity. However, the business environment in Greece is listed very low according to the international indexes. The obstacles in enterprising constitute obstacles in innovation as well. The same happens with the intensity of competitiveness in the markets and services. OECD assesses Greek economy very low in the intensity of competitiveness. However, branches which are protected do not innovate.

B. Education

As already mentioned, the problem of the triangle of knowledge begins from the poor Education results in High School. This is mainly due to the lack of the students' critical ability, the lack of assessment procedures regarding schools and teachers, the lack of competition and excellence. Fewer subjects but greater in

depth, radical reforming and updating the curricula along with the re-establishment of the institution of the public pilot school, especially in slum areas, constitute the three directions of the educational reform that can be directly applicable.

The best educational system in the world regarding secondary education belongs to Finland, which is basically the public school, but combines assessment, competition, excellence, choice of school and frequent teachers' training. In our country, years now private schools offer the International Baccalaureate (IB), which is considered one of the best, valid and efficient certificates worldwide, giving the chance to many Greek students to enter the best Universities in the world for undergraduate studies. IB has a lot in common with the Finnish secondary educational system. Adopting a certificate in the type of IB by the Greek state high school and allowing students to enter higher education with a similar procedure is considered possible and internationally tested.

Regarding higher education, Universities mainly need autonomy, assessment procedures and flexibility. State control still remains oppressive. The four notions 'Autonomy, Excellence, Quality, Flexibility' should characterize State University. Today, in Greece many funds have been allocated to a lot of regional Universities, Schools and Departments. There need be mergers in order to create "decisive masses".

C. Research-Innovation

α. Basic problems

Moving to the field of research and innovation, it has to be noted initially that investments in innovation, in human capital and infrastructure, combined with an effective financial system, support the prosperity of an economy. However, Greece in the last 25 years partially invests in the basic infrastructures (transport, ports, airports, water supply, sewerage, buildings) that support the development of the already established financial activities, some of which have fallen into decline due to the international competition and their inability of adjustment. Surely, the economic impact from this strategy is positive not only in the short-term -especially under the current recession conditions- because of the high multiplier of construction, but also in the long-term, due to the improvements in the total productivity of the economy. However, the performance of these investments fall into decline in the long-term, since the supported branches cannot be fully competitive in the international markets if we take into account that the introduction of innovations are at a slow rate within the framework of economy compared to its main competitors.

Investment in innovation has been neglected in Greece. The basic problems lie on the one hand in the lack of consistency of the national innovation system and the absence of completed relations among research structures and productive procedure, and on the other hand in the low demand on behalf of the enterprises for research intermediates.

Since the '80s the support of the development in innovation within the framework of the Mediterranean Intergraded Programs were not fully exploited. Investments regarding building infrastructures were realized, however, the foreseeable innovation centers never operated. Never did the proper structures exist on a local level to support them nor did the connections with

the productive forces. Generally speaking, the environment for the development of innovations in our country never was and still is not favorable.

The idea that prevails in the Greek society regarding the role of technology sciences and innovation is generally positive and not far from the average in the European Union. However, there is a great deal of skepticism for the results and the consequences of the scientific and technological developments along with if the development of new industrial products will have a positive effect on society. Obviously, more conservative is the picture concerning research and the developmental intervention of the state.

At the same time, investment in human capital is restricted as well, compared to the demands of the competitive environment and falls short of the average of the countries in the European Union.

Some remedy suggestions

The promotion of innovative activities in the product or in the procedures is achievable in our country, as opposed to the current model where the Greek enterprises mainly transfer technical know-how instead of producing. Basic prerequisites follow:

α) Applied research and development in the Universities and the Research Centers should generally be consistent with the new, desirable developmental model and our dynamic comparative advantages: i.e. Research in the primary sector (agronomy, biological crops, fish farming, Mediterranean diet, etc.) in the third sector (tourist products combined with our cultural heritage, protection of public health, health rehabilitation centers) and in the secondary sector (development of 'green' technology, desalination technology, the management of waste, water resources, etc). Also, the reasons that obstruct big multi-national enterprises that innovate, activate in inter-field trade and can promote our local products and services through their network to invest in Greece, should be explored and healed.

β) Institutions: Coordination is required not only by private but also by public enterprises with the Universities, Schools of Polytechnics, Research Centers along with efficient organization and management. An effective research and development policy has to take into account the strategy of financial development, while it presupposes long-term programming, sense of the needs and the dynamic comparative advantages of the country, sense of the interrelations between Universities, Research Centers, Enterprises (local and foreign) and local authorities, creation of 'innovation poles, sufficient funding along with efficient organization and management that can realize the aims to results. A paradigm that depicts lack of coordination and connection of research with productive procedure is «green» energy: In Greece, local value added in the production of photovoltaic systems and wind turbines is very low. If this is not set aside, the achievement of the aims of the energy policy till 2020 (the known 20-20-20) is very possible to cause great enlargement regarding the loss of the current account balance, in a crucial period of time where such an action would reverse the main objectives of the economic policy. Finally, research and development are leading activities that should be based on Excellence. Unfortunately, in Greece Excellence is many times demonized.



In Greece we have to cover all the above in order to reach the level of our partners in the Euro-zone. In the first place, as it was mentioned in details, there seems to be a mentality and institutional framework problem. In Finland for example, big companies fund public research projects, even University posts in public Universities. In our country people are prejudiced and even such activities are prohibited. In the University departments that are related to research and development, the contracts with private enterprises and authorities is not an easy task and the institutional framework is vague while the fear exists that if you get involved with the public sector you may get called by the District Attorney. Another example of introversion that characterizes research in the Greek Universities even a few months ago was the prohibition in the participation of foreign professors in the seven-member assessment committees of doctoral degrees (however this was allowed in three-member counseling committees!).

The obstacles regarding enterprises by an excessively bureaucratic state do not allow the creation of companies and more specifically companies that could innovate. Moreover, the structure and the function of public administration in Greece are not in favor of activities that require age-long programming and their output is long-term. Service facilities lack in many cases the amount of necessary knowledge and flexibility required in such issues. In advanced technology as in the example of genomics (an aim of which is the decoding of the human genome), public

administration is not ready to adopt the knowledge derived from such technologies and apply them in order to promote public health, as in the example of personalized medicine, despite the fact that there are many Greek scientists having this specialty in Greece and abroad. At this point it has to be mentioned that higher educational institutions in Greece, more particularly those that are specialized in the research with post-graduate departments, could be used by public administration as counselors in a wide range of issues, of scientific, technical, financial, social, cultural etc orientation. As in so many sectors and activities in our country, the same applies to the field of Research and Innovation where the potentials are high. Scientific staff of high level exists not only in Greece but also abroad. What is needed is a vision, a well fabricated and realistic plan, a perception of the new developmental model of the country, orientation of the research towards it, professional organization and management along with a staff and flexible bureaucracy that is capable to transform targets into results. Finally, it should not be forgotten what was extensively mentioned before, that is the role of the social capital and social trust which can be strengthened through the shielding of the basic state institutions along with the reinforcement of the society and the smooth functioning of efficient and competitive markets.

The current economic crisis constitutes an opportunity to reform. In the field of the "triangle of knowledge" this challenge is probably even bigger.



“Human administration follows practices that exhaust natural sources and destroy the environment. Through the process of intrinsic local tourist development, it becomes obvious that tourism is closely related to the environment. The existence, the proper use and the exploitation of the natural and cultural environment constitutes one of the basic prerequisites and resources of intrinsic tourist development” underlines in “In-On” magazine Mrs. Stella Papadaki-Tzedaki, Director General of the Administrative & Financial Services at the University of Crete.

She also clarified that “the government moves forward to an effort to expand development towards Periphery. The most important developmental laws that were in force in the last 20 years and consider tourist development along with the wider developmental policy of the country have efficiently affected, however in a different way, the so far developmental model”.

She also stressed that “tourist development in Rethymnon brought about a construction burst, which led to the radical increase of land property values. Furthermore, one can notice changes in the use of land properties regarding tourist areas especially those within the town plan. The questions that arise are: Firstly to what extent the land properties that their use has altered are still fertile and secondly to what extent the radical increase of land property values have affected the formation of the tourist enterprises’ model in the area”.

It is worth mentioning that Mrs. Papadaki-Tzedaki has written a book in 1998 entitled “Intrinsic Tourist Development” in which she gives a vivid and at the same time an overall picture of the local financial development. Moreover, Mrs. Stella Papadaki-Tzedaki has realized an amount of scientific work. This work does not directly concern issues and problems of the University of Crete. However, it is indirectly involved, since it refers to matters of development, either local or peripheral along with employment and labor market.

Furthermore, she has conducted studies regarding public

First Ladies

The government moves forward to an effort to expand development towards Periphery

organization (2007), with reference to “the journey of quality in the University of Crete through the improvement of public organization”.

She has also suggested the direct operation of the Public Relations Department of the University of Crete in 2004, while in 2001 the Strategic Programming and the Operational Plan of the Registry of a Special Bill in Research Funds was subjected to the Research Committee of the University and was unanimously accepted and

materialized to a great extent.

CURRICULUM VITAE

Mrs. Stella Papadaki-Tzedaki studied Business Administration at the University of Piraeus (1975-1980). Then she realized Post-Graduate studies (Master’s) concerning Peripheral Development (1981-1983) at Panteion University of Social & Political Sciences and was specialized in Issues of Programming and Organization and Financial and Technical Studies. She was awarded a Doctoral Degree in Sociology-Peripheral Development under scholarship as a Special Post-Graduate Scholar (E.M.Y.) from the University of Crete in 1997.

She has been working in the Administration in the University of Crete in Rethymnon from 1983 until today. Since 1998, she has worked as a Director General of Administrative & Financial Services (2005-2010), Director General of International & Public Relations (2000-2005), Director General in Education and Research (1999-2000), and Head of the Registry of a Special Bill in Research Funds (E.A.K.E.) and Secretary General in the Research Committee (1998-2001). She actively participated in the Administrative Institutions of the University. Moreover, she worked in the Administration of the National Institution of Youth (1979-80), and in the Administration of the Deposits and Loans Fund (1980-1983) in Athens.

Her interests involve issues of development concerning local and peripheral development with an emphasis on strategies-policies on development and issues regarding labor market and business administration-organization.



Mr. Panos Carvounis
Head Delegate
of the European Commission in Greece



Small and medium-sized enterprises are key ways to boost regional economies

“Two types of regional programmes have been designed for the different European Regions. More specifically, they are set up: - taking into account geographical criteria, normally the GDP of a certain region compared to the EU average -taking into account other considerations apart from geographical criteria, such as environmental protection, promotion of innovation and knowledge society, entrepreneurship and others,” underlined in an interview to “In-On” magazine, Mr. Panos Carvounis, Head Delegate of the European Commission in Greece.

1) How are the European funds distributed among the 13 Greek regions?

Let me start with the broader picture: for the period 2007-2013 Greece has been allocated € 20.4 billion in total Cohesion Funding. This is a very important amount of funding and a decisive source of growth, in particular in the context of the difficult economic situation of the country. In the previous period 2000-2006, Cohesion Policy contributed to increasing the gross domestic product of Greece by 2.8%. To give you just some examples, during this period, these funds helped over 257.000 people to improve their skills in new training programmes, supported 23.000 firms seeking to upgrade technologically and helped 7.000 business start-ups, improved transport infrastructure including new road links, and funded over 500 projects on energy and renewable sources of energy.

And now let's go back to your initial question: how these funds are distributed among the different regions? The Cohesion Policy is implemented through different objectives, funds and programmes. But in broad terms, we can say that the programmes are of two types: regional and sectoral. The regional programmes are designed taking into account geographical criteria, normally the GDP of a certain region compared to the

EU average. The funds under the sectoral programmes also go to the regions, but not on the basis of geographical criteria. In this case, the programmes are set up taking into account other considerations, such as environmental protection, promotion of innovation and knowledge society, entrepreneurship and others. All regions of Greece benefit from the Cohesion policy as a whole, but if we take into account only the geographical criteria, which concerns almost € 14.7 billion out of the total € 20.4 billion, the distribution is as follows: Attiki € 3.07 billion, Kentriki Makedonia € 2.23 billion, Dytiki Ellada € 1.84 billion, Thessalia € 1.59 billion, Anatoliki Makedonia-Thraki € 1.50 billion, Kriti € 0.96 billion, Peloponnisos € 0.92 billion, Ipeiros € 0.80 billion, Dytiki Makedonia € 0.47 billion, Sterea Ellada € 0.45 billion, Ionia Nisia € 0.43 billion, Voreio Aigaiο € 0.30 billion, Notio Aigaiο € 0.13 billion.

2) Is there a possibility to use the funds for the periphery to entrepreneurship and development projects?

Indeed, supporting the creation and growth of businesses, in particular small and medium sized enterprises (SMEs), are key ways by which cohesion policy helps to boost regional economies. SMEs are the real giants of the European economy, accounting for 99% of businesses and up to two-thirds of all private sector jobs in the European Union. However, SMEs often have difficulty in accessing capital and knowledge and frequently lack experience. EU cohesion policy is aimed at tackling these difficulties through a combination of “hard” measures, such as direct support to investment, and “soft” ones, notably the provision of business support services, training, an innovative environment, financial engineering and technology transfer, as well as the support of networks and clusters. In the period 2007-2013, cohesion policy programmes support: a) the creation and growth of SMEs, in particular linked to entrepreneurship, ac-

cess to finance, research and innovation, technology transfer, access to information and communication technologies or environmentally friendly production; b) other support to both large and small businesses, including productive investment and the provision of business support services in the abovementioned areas; c) actions aimed at anticipating and managing economic and structural changes to ensure more and better jobs for Europe. In Greece, almost 14% of available funds (€ 2.8 billion) are targeted for all this kind of programmes supporting business.

3) In which of the regions is the construction of new roads top priority?

Let me first clarify that investment decisions are made at national and regional levels and not in Brussels. And since we are still at the middle of the period of reference, we still have to wait to see the specific projects presented to have a clear image of how many and where new roads are constructed. What we can already say is that transport in general, and not only road transport but also air, rail, maritime and urban transport, is a key priority. In fact, enhancing accessibility is of key importance to strengthening regional economies and achieving cohesion and competitiveness. This is particularly true in Greece, where € 6 billion are available for investment in transport for the period 2007-2013. This means that 30% of the total available funds for the country are earmarked for transportation projects, the highest percentage together with Slovenia in the whole EU (EU27 average 24%).

4) Are there funds for the development of energy?

The three pillars of the energy policy which the EU pursues are security of supply, affordable energy for competitive economies and environmental sustainability. The main objectives of this policy is saving 20% of energy consumption compared to projections for 2020 and reaching a 20% share of renewable sources of energy by 2020. Cohesion Policy contributes to these objectives by addressing the intensive use of traditional energy sources, energy efficiency and renewable energies in order to make regions a more attractive place while promoting renewable energies as motors for innovation and growth. Emphasis has been put into renewable energies, a source with a lot of potential for Greece. Indeed, the allocations to renewable energies in the EU for the period 2007-13 are five times higher than those available during the previous period 2000-2006. In Greece, there are a total amount of € 625 million for investments in Energy programmes, half of them on renewable sources. This represents 3.1% of all funds available in the Cohesion policy, the same percentage dedicated to energy at EU level.

So you can see that there is definitively no lack of resources under the Cohesion Policy. But I would add that this availability of funds is at the same time an opportunity and a challenge for all member states, as they have to dispose of the proper mechanisms and human resources to maximize the use of these investment opportunities. So far, the level of payments made by the Commission to Greece in the current period 2007-2013 has reached 21% of the total amount, all funds included. This stands above the average at EU level, which is around 16%, but at the same time this means that significant amounts of investment are still available and must be used. In order to help Greece to

finance part of the national budget contribution to those investments, the European Investment Bank granted to this country in July a loan of € 2 billion, which is the largest loan by the EIB to Greece ever. I have not only the hope, but also the conviction that Greece will continue to do its best to make the optimum use of this important source of growth for the benefit of the country, its regions and its citizens.

CURRICULUM VITAE

Panayotis CARVOUNIS was born in Patras - Greece.

He studied Law at the Universities of Athens and Paris and in 1982 he was proclaimed “Docteur d’Etat” in Law by the University of Paris-Pantheon/Sorbonne.

He speaks French and English fluently.

He has been working in the European Commission since 1982. November 2010 - to date: Head of the Representation of the European Commission in Greece.

April 2006 - October 2010: Deputy Director-General of the Directorate General Communication (DG COMM). In charge of major communication operations (European elections in 2009, International Expo Zaragoza in 2008), he developed the communication strategy of the European Commission and coordinates it with the European Parliament and Member States. He has special responsibility for the European Commission's Representations in the Member States, as well as for multimedia communication tools.

April 1st, 2005 - January 2006: Acting Director-General of Directorate General Press and Communication (DG COMM). He developed the “Action Plan to improve communicating Europe by the Commission”, as well as the “Plan D for Democracy, Dialogue and Debate”. He put in place a new form of close cooperation between the European Institutions and the Member States (“management partnerships”). He reorganised DG COMM in the Headquarters and the Representations.

October 2002 to March 2005: Director for “Information and Communication strategies and policies” in the Directorate General Press (DG PRESS). He conducted the transformation of 10 “Delegations” of the European Commission to “Representations” in the new member states and the creation of a new network of 400 info relays (“Europe Direct”) in all member States. He increased the synergies between Commission Spokespersons and the other communication tools of the European Commission.

April 2001 to September 2002: Director for “Resources” and in parallel acting Director for “Interinstitutional Relations, Information Policy and Representations” in the newly created DG PRESS. He conducted the preparation of the communication strategies and implemented them. He also implemented Commission administrative reform in DG Press. He intensified the cooperation with the European Parliament and the member States in the field of communication at central and local levels.

June 2000 to March 2001: Principal Adviser to Press and Communication Service (SPC) where he developed and managed the newly created Service: Co-ordinator of the 23 Commission Representations in the Member States; the human and budget resources of the Service; the EUROPA web site and the Audio-visual Unit (Europe by Satellite).

*Dr. George S. Atsalakis
Professor in the School
of Polytechnics of Crete*



*Ioanna G. Atsalakis
University of Ioannina*



Defeat the economic crisis

The smaller your company is the more flexible it can be in decision making and more possibilities would emerge to cope with difficult financial situations. The reason is that small companies are able to innovate. Every innovation requires experimentation and every experiment presupposes failure. Big companies and mostly their business directors avoid risk taking so as not to fail. Never does a director of a big company want to lose his or her job because he took a risk that ended in a failure. Even though one wishes to avoid failure it seems that it is often unavoidable.

However, small companies have no other choice but succeed through risk taking. In order to succeed they have to innovate. And in order to innovate they have to take over the risk of innovation. The more these companies are exposed to risk (despite possible failure) the more intelligent, more innovative, more efficient and more skillful they will become through time since they are constantly evolving.

The economic crisis offers opportunities and conditions that small businesses should exploit in a clever way. What should be done involves taking the risk to introduce innovations in the products they produce or in the offered services, or create innovative strategies to promote their products or services, to design innovative strategies regarding

pricing and develop innovative strategies to distribute the products they produce or the services they offer.

Innovate in your company and follow the advice below:

1) Employ suitable staff at the lowest cost. The economic crisis results in abundant services offers by capable and remarkably qualified employees, who in the past were considered "too expensive" to engage. It is very important to attract excellent employees to work in your businesses. These are the ones who would guarantee success. A first-rate worker is someone whose contribution assessed in money surpasses to a great extent the total pay that receives from your company. In this specific case an employee of this kind is considered "for free" plus that he/she brings significant profit to your enterprise.

2) Organize an effective, yet much cheaper marketing strategy. Due to the economic crisis, the companies which offer marketing services (advertisement, sales promotion etc.) constantly reduce their prices. Therefore, you can negotiate really low prices for your advertisement. While great competitors strive to reduce their marketing expenditure in order to reduce their expenses so as to cope with the economic crisis, you on the other hand will get cheaper and more frequent advertisement, an action that could not be realized in the past.

3) Be supplied with every kind of infrastructure and equipment cheaply. Due to the economic crisis you will be able to rent offices, industrial or warehousing space cheaply, even permanent equipment (computers, machinery, tools, and cars etc.). Additionally, there will be excess supply regarding new infrastructure and equipment, which because of reduced demand will be much cheaper in relation to the past. Second-hand equipment that is offered by companies that sell it due to financial difficulties will be even cheaper.

4) Take full advantage of the reduced competition. Due to the fact that several companies in every field shut down, you will have to encounter reduced and weaker competition because most enterprises reduce promotion expenses. Furthermore, competition will be slower and will delay to react promptly to your advertisement campaign.

5) Obtain a bigger share in the market. Due to the economic crisis, your business competitors reduce their expenses and consequently reduce the services they offer to

their customers. This results in their customers being dissatisfied because of the low quality service. Therefore, the customers are not so loyal any more to their ex favorite company and many times turn against it. They become vulnerable and are ready to quit it and become your own customers. Approach them following the above marketing strategy and they will become your own loyal customers. Risk and change everything in your company; the way you think, the administration procedures you apply, the way you serve your customers, the way you cleverly approach new customers etc. Do not sit there doing nothing. Adjust yourselves to the new financial environment that the economic crisis puts forward. The quicker you adjust the more efficiently you will overcome it. If you succeed in innovating, in changing and in surviving within the present economic crisis, you will gain the invaluable experience of having handled it effectively and it is more than sure that you will not be threatened by another crisis in the future.



● **Dr. Dimitris Xenakis**

Director of the section of Euro-Mediterranean Politics
of the Greek Center of European Studies

**RESEARCH CENTER OF EURO-MEDITERRANEAN
CO-OPERATION IN THE UNIVERSITY OF CRETE**

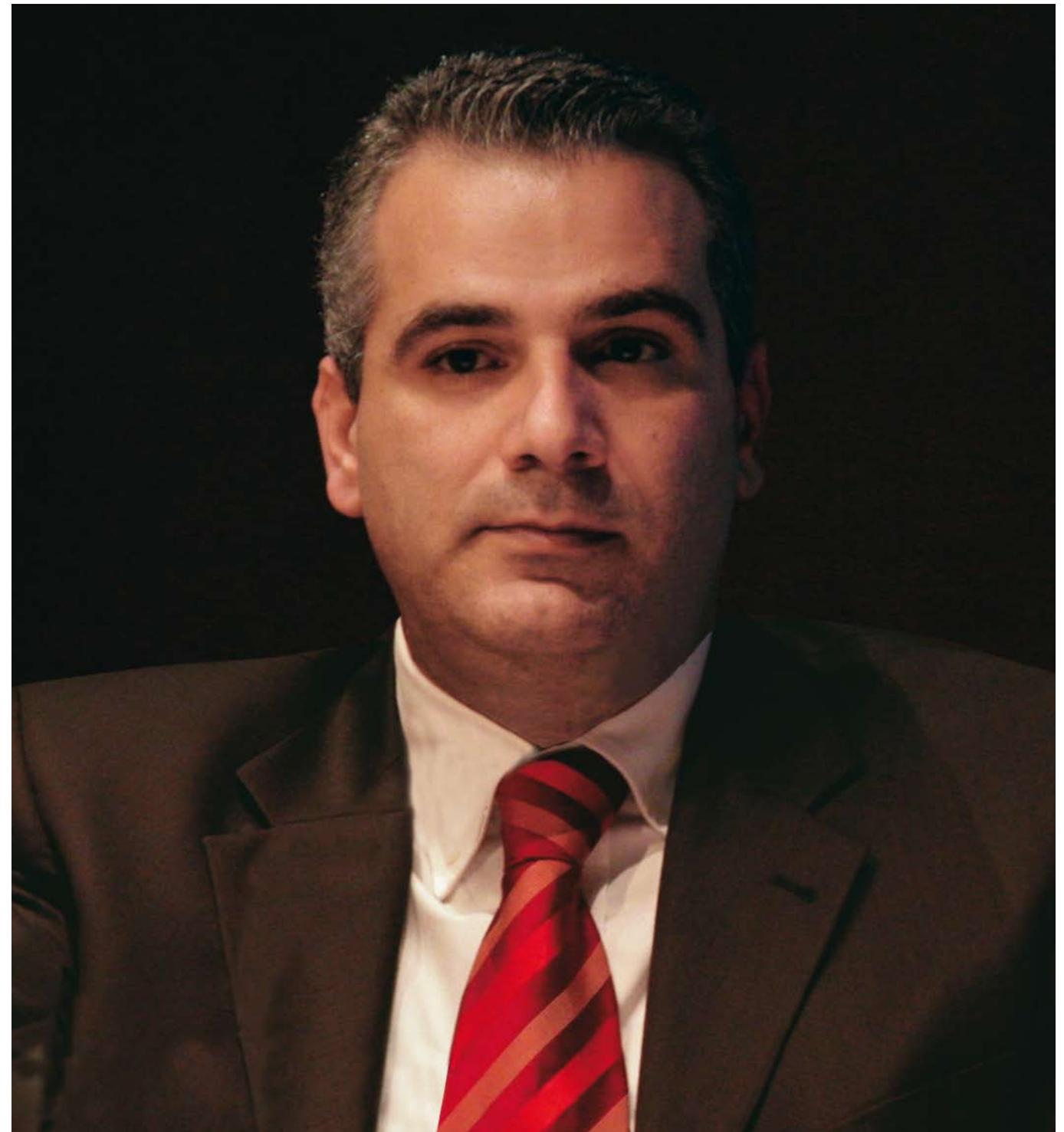
“The University of Crete can constitute a pole of attraction for students and professors all around the Mediterranean specialized in European and Mediterranean Politics” underlined in an interview to “In-On” magazine the Director of the section of Euro-Mediterranean Politics of the Greek Center of European Studies, Dr. Dimitris Xenakis.

In September 2011, the Summer Academy of the European Consortium for Political Research will be realized entitled: “Europe and the World”, in the buildings of the University of Crete in Rethymnon in which Professors and students of a doctorate level from all over the world will participate. More specifically, he mentioned that “our aim is since 2013 to take over on a permanent basis the realization of this project in our University, since the Department of Politics possesses teaching and research staff with international appeal”. The Department of Politics trains political scientists, capable of confronting complex knowledge requirements along with the administration of political phenomena and contemporary politics in a national, supranational and international level. Combined with continuous scientific and research work and the presence of the staff, the Department essentially contributes to the development of Political Science in Greece as well as the elevation of the Greek political system and Greek politics in Europe and the Mediterranean.

Dimitris Xenakis was born in Herakleion in Crete in 1973 and studied International Relations and European Policies in Great Britain. He was awarded by the Greek University Union of European Studies for his Doctoral thesis in 2002. Today, he teaches in the Department of Politics in the Uni-

versity of Crete, in which he was unanimously elected as an assistant professor of International Politics in October 2006. Prior to this he had taught in the National School of Public Administration, in the Department of International and European Studies of the Panteion University, in the Department of Mediterranean Studies in the University of Aegean, in the Hellenic Open University and in the School of National Security.

Since March 2011, he has been appointed Vice-president of the board of directors in the Center of Security Studies of the Ministry of Citizen Protection, and at the same time member of the Scientific Council in the Institute of Defence Analyses in the Ministry of National Defence. In the past he was, among others, Head of Research of the Department of Mediterranean and Middle-east Studies in the Institute of International Economic Relations, Secretary General of the Research Center of Progressive Politics, Scientific Collaborator in the Greek Parliament, Scientific expert in International Relations and International Organizations in the Ministry of Defence, Strategic Analyst in the Institute of defence analyses and Scientific Collaborator in the Greek Foundation of European and Foreign Policy. He has participated in a number of international conventions and committees as well as in conferences of the Ministers of Foreign Affairs and Defence of the European Union, along with the committees of European Affairs and Foreign Affairs and Defence of the Greek Parliament. He is a member of various international scientific networks and unions and judge in scientific magazines such as Mediterranean Politics, Regional and



Federal Studies, Études Hellénique/Hellenic Studies and the Notebooks of Political Science.

His written work receives international acknowledgement with more than 200 references in important international editions, and is widely used in the teaching process of pre-graduate and post-graduate programs in Universities in Greece and abroad. These are among others The emerging Euro-Mediterranean system (MUP, 2001), The Politics of Order-Building in Europe and the Mediterranean (DAI, 2004), International Europe; The International Dimensions of E.C (ΕΠΕΕΣ - I. Sideris, 2006), Building Trust and Con-

flict Prevention in the Mediterranean (ΕΛΙΑΜΕΠ, 2008), Directions of Progressive Governance (ΚΕΠΠ, Papazisis, 2009), Interventions for Europe (ΚΕΠΠ-ΚΕΘΕΜ, Papazisis, 2009), European State: The Art of Co-disposal (Savalas, 2009), Union pour la Méditerranée: Perspectives Nationales et Régionales (Études Hellénique, 2009), Greece in a Changing Euro-Mediterranean Setting: Guidelines for Future Action (EKEM, 2009), South-eastern Europe: Crisis and Prospects, (Papazisis editions, 2010), in collective volumes and articles in international scientific magazines. (www.dimitrisxenakis.gr)



Cooking lessons in the “Botanical Park of Crete”

“We love our land ... we choose Cretan products” is the philosophy of the Chanian tavern the “Botanical Park of Crete” which successfully completed the process of certification by the nonprofit organization “Cretan Quality Label” and is located in Fournes in the municipality of Kydonia in the prefecture of Chania.

Having acquired the “Quality Label of the Cretan Cuisine”, the new sixth member of the Network of Certified Enterprises continues to revive traditional tastes using local products, in a combination with traditional cooking techniques such as pyromachi, satsi and wood oven, along with new gastronomic suggestions.

The “Quality Label of the Cretan Cuisine” aims at the protection and promotion of the Cretan Diet, it is awarded to restaurants that offer Cretan Cuisine and solely use Cretan virgin olive oil and local products and constitutes a competitive advantage as well as a powerful promotion tool for all the restaurants that wish to acquire it. In the “Botanical Park of Crete” food and wine tasting is organized along with cooking lessons, during which the promotion of a variety of native Cretan products is realized: endemic Cretan herbs, wines from old Cretan varieties such as romeiko or vilana, cheese varieties such as Gruyere and skim-milk cheese, wild herbs and many other local products. Emphasis is not so much given on the recipe but on the philosophy and the imagination that the women in Crete use when they cook even today. Food and wine tasting is mostly realized in groups that visit the Park on an everyday basis during summer time.

The “Botanical Park” is a walking, educational and recreational park unique in its kind in Crete that contains more than 150 kinds of fruit trees along with dozens of herbs,

pharmaceutical and ornamental plants, enabling, thus, people to enjoy their stroll in a bright green natural environment. Accurate path signs lead the visitor to the various sections of the Botanical Park with tropical trees, fruit trees, citrus trees, herbs and vineyards.

The all-green scenery is completed by a lake at the bottom part of the park that provides shelter and protection to ducks, geese and a variety of water fowl (including rare species as well) while even hawks fly over the area. Moreover, in the park there is an open-air, stone atmospheric amphitheatre used for small events (of about 250 people).

This idea was conceived in the end of October 2003 when after very strong southern winds a cable of the Public Power Corporation was the reason for a fire to break out.

60.000 olive trees were destroyed that were over 400 years old, in the region of the village of Skordalos, 20 kilometers off the city of Chania.

Petros Marinakis’ family possessed a lot of orange trees and olive trees in an area of about 150-200 hectares that were destroyed by the fire as well. After this catastrophe the idea was conceived that “a botanical park with a walking, educational and recreational orientation could be created on the burnt land”. The other three brothers of the co-owner agreed with the idea.

Curriculum Vitae

The man in charge, the co-owner and the instigator of the “Botanical Park of Crete” Mr, Petros Marinakis was born in Chania in 1969. He studied tourist business administration in Greece and abroad, while his experience is extensive in the last 20 years regarding the tourism industry of Crete. His career started as a waiter but now he speaks in seminars and runs a hotel.



Ελληνικά

English

News Agency

In - On

www.e-inon.com

N
A

