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Paper prepared for Session 64, The Establishment of Modern Business Press, on Friday August 25, 14.00-17.30 at the XIV International Economic History Congress, Helsinki, Finland, 21 to 25 August 2006
Introduction

The scope of the paper is to assess the relationship between the growth of the economic/business press and tourism. The tourism phenomenon developed in Greece during the 20th century as part of the market economy. It has grown more extensively since the Second World War, and has represented a new market for the specialized and especially the business press. New publications appeared and the process of diversification was strengthened. Tourism development during the second half of the 20th century, induced a widening of the market with more publications launched and higher circulation figures. Furthermore, in the last two decades tourism news, feature articles, statistics, advertisements and other items are being included, apart from periodical editions, in the economic and business sections of daily and weekly newspapers, whereas special supplements regularly accompany standard editions of newspapers and periodicals. The factors, which caused the emergence of this new journalistic activity will be explored in what follows. The main hypothesis to be explored is that in tourism just like in the economy on the whole, business press publishers and journalists have developed strategies which resulted in mapping out the world of tourism for other businessmen, highlighted priorities, established hierarchies and indeed contributed to the organisation of the national tourism market.

The nature of the Greek market.

The growth of tourism as a new economic activity in Greece created new necessities. On the part of tourism business, the need for adequate and reliable specialised information, critical assessment of circumstances and policies, advertising and links with
other sectors of the economy became real. On the part of the press, the growth of the new sector presented new opportunities primarily for journalists and entrepreneurs who since the 1950s founded publishing firms to service the new sector.

While the electronic media have grown into large corporations, most publishing firms in so far as ownership patterns and size were concerned, have maintained over time their character as SMEs, few having grown big. They have retained much of their independence functioning in some cases as constituent parts of business groups. This seems concurrent with a more general feature of Greek business, on the one hand, and the fact, on the other, that the business press does not enjoy very large markets or massive readership. On the level of the firm, they continue to be managed by members of an inner circle, usually family or peer groups. Although this is a dominant characteristic of Greek business, it may also be understood in terms of the mode of production of reliable communication, which has not changed substantially. The function of the press in so far as content and spread of information is concerned has remained more or less stable over time. Diffusing fast and reliable information has always depended on the ability of journalists to synthesize and has usually been best ensured by a central relatively small team of people (or even an individual personality) who invest in considerable amounts of trust, imagination, discipline and creativity. Despite fast technological change, or because of it, the essence of this work, if anything has become more important. Journalists, reporters, editors, and correspondents to varying degrees have to work faster and although in large measure they like to work independently, they report usually to somebody backstage. The chief editor, very often also CEO and majority shareholder of the firm, does not lose sight of the wood. He is responsible for aligning the content of the
publication with specific priorities arising from the more general situation, be it
government policy, international or national trends, particular interests or even
ideological parameters.

History has had its own impact too, since the tradition left by old Greek papers,
which were often the result of one man’s or woman’s work is an important factor of
shaping the culture of press businesses. Publishing a newspaper - especially a political
one - was often an act of passion and the publisher who was at the same time
owner/investor took the decisions keeping in perspective the survival of the paper. The
size and substance of readership has remained an important factor and quality of
information has been less likely to be jeopardized and it is true that the economic press
has seldom resorted to sensation tactics in order to survive. Since, however, commercial
criteria have taken precedence over ideology in recent years, circulation shares have
acquired increasing importance as factors determining the strategy of the press. One way
the deficit was covered has been the increasing share of advertising in the content of
publications.

Finally, as shown by numerous studies, journalists use as sources for information
officers of firms, government officials and politicians. These relations are maintained
over time and in the case of business firms, businessmen, CEOs and other staff, publicity
not only improves their corporate image, it also enhances the process of forging an
identity within the organisations and among firms of the sector. On the other hand, it is
also true that this interaction may indicate that dependency relations develop between the

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1 In the present volume by H. Lindgren in his article ‘On virgin soil. Entrepreneurship in Swedish Financial
Journalism in the 1960s and 1970s’ presents the case of dependence and maintenance of corporate profile
for financial press and the financial world. p. ……
press, on the one hand, and the business world, on the other while mutual interests also develop.²

**Early attempts to launch business publications**

Greek business press emerged as a separate category during the latter part of interwar years and marked a development from an earlier phase around the end of the 19th century, when newspapers were founded by stockbrokers, bankers and other businessmen. The first monthly economic critique journal ‘*Oikonomiki Epitheorisi*’ (Economic Review) appeared in the 1870s, aspiring to popularise the use of political economy as a way to understand contemporary socio-economic reality. Publishers, like its founder Aristidis Oikonomos,³ also wrote most of the news and articles. Economic journals standing between the daily press, which usually reflected very short trends, and books, which could with difficulty capture the details of short cycles started to include analyses of economic affairs. When in the 1880s advertising was introduced, many publishers started to advertise in their papers their own banking and currency exchange bureaux.

The situation changed during the 20th century when professional diversification occurred. The printer/publisher and journalist/entrepreneur started to employ other journalists, assistants, secretaries, etc. Gradually there was a complete separation between printing and journalism, and many printers found that they had to collaborate exclusively with newspapers in order to survive. Today, many publishing groups have integrated printing units, which in addition to the publications of their group, also accept commissions of third parties and foreign journals and papers.

Several economic journals emerged and sank but until the 1950s, there existed at least two general economic and business journals, which survive to date. For any new publication to find a place in the limited Greek market, innovations had to be introduced. Indeed a new format and layout, more pages and pictures enhanced the improved content. There was a growth in circulation and journalism as a profession increased its prestige.

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² One way to conceptualise such relations of interdependence is to use the concept of networking.
³ Aristides Oikonomou, publisher of *Oikonomiki Epitheorisis* was a democrat with socialist tendencies, by profession a jurist. He had worked as a journalist, then became a politician and an academic.
Until the inter war tourism had not yet gained sufficient importance to merit a special publication, although the relationship with the press had already been forged by journalists and writers, who occasionally and later more systematically, travelled and wrote chronicles of their visits to emerging destinations. As a sector, by its nature tourism was particularly sensitive to changing trends, new consumption patterns and life styles, which made advertising and promotion campaigns an inherent part of the journalistic activity and necessitated adjustment of business strategies. If the growth of economic communications has been considered a precondition of capitalist development, all the more so as regards integration of a modern business sector like tourism. Specialised publications in tourism from then on, would grow parallel to the sector and had to take account of the fact that tourism business was highly differentiated both in terms of size of firms and services and sub-branches. Development was fast and to a large extent anarchic at least in the beginning, often giving rise to conflicting interests among sub branches, companies, groups of professionals, employees, workers. Furthermore, the relatively short history of had not been conducive to a cohesive identity or ‘esprit de corps’ in practitioners. As tourism in general fed on the specific gave rise to the growth of many local publications dealing with tourism in general.

Within the framework of post-First World War economic conditions, state interventionism became the mark of the period and alongside private initiative in tourism an institutional framework was established by the state and considerable interest was shown for tourism development by the government. It was natural that specialised news coverage would soon be required. Among new journals of the period several had broken

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5 There are many local newspapers and journals dealing with tourism affairs and news. (e.g. Touristiki Kos, Dodoni, etc.
6 Law 864/1937, on travel businesses. The institutional framework also included professional associations and schools for tourism training.
new ground. In 1925, Panos Athanassiadis, related by blood to an influential industrialist, published with the latter’s support ‘Emboriko kai Naftiko Deltio’ (Trade and Marine Bulletin) in Piraeus. It continued to be published after the war and as of 1945, the Bulletin became a daily economic newspaper ‘Naftemboriki’ surviving to this day. It could well be considered a precursor of the tourism press, its main interest lying in travel rather than the vast array of other services. Emigration which was important and growing, coastal and transatlantic shipping information and maritime itineraries received ample coverage. In 1926, ‘Oikonomikos Tachyrodomos’ (Economic Courier), a general economic journal was published by Dimitris Lambrakis, a prominent journalist-publisher, who since 1919 also published the daily To Eleftheron Vema (Free Tribune) and was directly associated with the Liberal Party of Eleftherios Venizelos. Oikonomikos Tachydromos had a variety of items with a centrist bias and was equally covering industrial, financial, agricultural and public finance affairs. It is still around today as one of the central publications of the same publisher. Lambrakis Co. has meanwhile become a business group, owning one of the largest Greek media corporations in Greece (DOL S.A.), it is quoted in the stock exchange, still owned by the Lambrakis family and managed by the founder’s son, Christos Lambrakis. It currently publishes several national and regional dailies, specialised magazines, popular science and business journals. It owns a TV station, a travel agency, marketing firms for leisure products and souvenirs, runs the major music library of the country in addition to managing the main Concert Hall in Athens.

More focused on tourism was the monthly illustrated journal ‘Touristiki Hellas’ which appeared in 1930, the first specialized illustrated publication for the new sector, although marginally concerned with business aspects. Like the previous publications, it too was financed through advertisement and subscription, and contained some tourism information in three languages. Feature articles, however, and analyses were written in Greek.

One of the earliest tourism entrepreneurs, who at some point became the owner of the most prestigious Athenian hotel, was a journalist by profession. He had married the daughter of the Athenian hotelier E. Lampsas and during the First World War, served as a

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7 Liberal statesman and twice Prime Minister of Greece.
war correspondent on the Macedonian front. He met the Greek prime-minister, Eleftherios Venizelos and became his advisor in matters of tourism development. Along with his Swiss friend and colleague, F. Boissonas, he had travelled extensively in Greece and was one of the first to suggest the creation of winter tourism resorts on Parnassos. With political and banking patronage he succeeded to borrow the necessary capital and establish the first Hotel Joint Stock Co. in Greece, Lampsas Hotels S.A. He continued to publish in daily and weekly newspapers and periodicals articles about the necessity and prospect of tourism and became one of the first official advisors in the newly founded (1927) and state-run National Tourism Organization. His hotel ‘Grande Bretagne’ maintained the position as a top establishment and functioned as an assembly point for Greek and foreign journalists and the seat of the Association of Greek journalists. This could be considered almost a tradition of close relationship between tourism business and journalism, however, there were very few special publications yet concerned with the new sector.

Economic communication about tourism was an innovation that another business periodical, Viomichaniki Epitheorisis (Industrial Review), introduced.\(^8\) It appeared in the latter part of inter war, became a vehicle for diffusion of the new modernizing ideology and expressly reflected the views and attitudes of Greek industrialists. More accurately, the monthly journal echoed the views of the Federation of Greek Industries. Tourism received limited coverage since it was not yet considered a sure path to development for undeveloped areas, and the journal began to publish travel impressions from journeys abroad, information about Greek summer resorts, or spa towns, presentation of new hotels and a variety of other cultural activities. Advertisements of airlines, maritime

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\(^8\) Viomichaniki Epitheorisis (Industrial Review) was one of several economic periodicals operating during the interwar years but was one of the very few with a clear ideological identity - it reflected the views of the Federation of Greek Industries. It also published articles regarding shipping, which survived and is still owned and managed by the same family. Tourism items became more frequent from the 1950’s onwards and several covers and pictures were devoted to it. The owner’s brother, K. Vovolinis, later (1968-1970) served as a Minister of Tourism for the military government. No doubt the special interest of the family business played a part in his selection for this office. Cf. M. Dritsas, The Economic press and Viomichaniki
firms, spa towns and resorts, hotels, festivals (Athens and Epidaurus) often accompanied commentaries and other articles.

During this time, public initiatives were also taken, in the form of promotion campaigns at home and abroad and illustrated publications for general distribution. A committee of Art Professors, Archaeologists and other prominent personalities advised on the aesthetics of said publications and wrote articles for the press. At the same time, The “Centre of Tourist Studies” was founded with the purpose of compiling a “Tourist Geography” and of organizing educational and research seminars on tourism. Several publications by foreign publishers had also appeared abroad concerning conditions and prospects of tourism in Greece, although few were enthusiastic and even tourism officials were cautious about the viability of the new sector. Meanwhile, domestic tourism was being promoted as part of a ‘corporatist’ social policy by the authoritarian regime of Ioannis Metaxas (1936-1940) invested with ideological and political importance and an official propaganda publication, *Meniaion Deltion* (Monthly Bulletin) was issued by the Ministry of Press and Tourism.

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9 For instance, G. Marinatos, professor of Archaeology of the University of Athens and novelists or journalists like K.Bastias, M. Karagatsis, N. Kazantzakis. Many taught at the School of Tourism and the School of Tourism Guides founded in 1930.

10 The authors were both Greek and foreigners and compared Greece with popular European resorts of the period such as the Swiss Alps. See for example, F. Boissonas, *Le Tourisme en Grece*, Geneve 1930.


Postwar Tourist Development

Greek tourist development started on a sounder base in mid 1950s and continued with relatively small fluctuations until now. The following table shows the spectacular increase of tourism inflows and the importance of the sector for the whole economy.

Indicators for pre- and post-war Greek tourism

<table>
<thead>
<tr>
<th>Year</th>
<th>Hotel Capac.</th>
<th>No. of tourists</th>
<th>Revenue in $ (000)</th>
<th>%GDP</th>
<th>%Invis</th>
<th>%Export</th>
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<tbody>
<tr>
<td>1938</td>
<td>152,632</td>
<td>6,600</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1949</td>
<td>29,310</td>
<td></td>
<td></td>
<td></td>
<td>4%</td>
<td></td>
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<tr>
<td>1950</td>
<td>33,333</td>
<td>4,734</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1951</td>
<td>40,118</td>
<td>5,933</td>
<td></td>
<td></td>
<td>5%</td>
<td></td>
</tr>
<tr>
<td>1952</td>
<td>68,109</td>
<td>10,000</td>
<td></td>
<td></td>
<td>10%</td>
<td></td>
</tr>
<tr>
<td>1953</td>
<td>94,408</td>
<td>23,000</td>
<td></td>
<td></td>
<td>9%*</td>
<td></td>
</tr>
<tr>
<td>1954</td>
<td>157,618</td>
<td>25,324</td>
<td></td>
<td></td>
<td>8%*</td>
<td></td>
</tr>
<tr>
<td>1955</td>
<td>40,600</td>
<td>195,853</td>
<td>29,125</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1959</td>
<td>45,101</td>
<td>301,830</td>
<td>41,667</td>
<td>1.6%</td>
<td>18%</td>
<td></td>
</tr>
<tr>
<td>1960</td>
<td></td>
<td></td>
<td></td>
<td>23.6%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1961</td>
<td>471,983</td>
<td>62,469</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>1963</td>
<td>65,604</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1965</td>
<td>847,000</td>
<td>108,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1966</td>
<td></td>
<td>143,458</td>
<td></td>
<td>35.3%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1969</td>
<td>108,180</td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>1970</td>
<td>118,859</td>
<td>1,407,000</td>
<td>194,000</td>
<td>2.4%</td>
<td>31.6%</td>
<td></td>
</tr>
<tr>
<td>1971</td>
<td>2,103,281</td>
<td>305,200</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1975</td>
<td>3,173,000</td>
<td>644,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1977</td>
<td>231,979</td>
<td></td>
<td></td>
<td>38.9%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1978</td>
<td>234,300</td>
<td>4,532,000</td>
<td>1,326,300</td>
<td>4.9%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1980</td>
<td></td>
<td>5,272,000</td>
<td>1,734,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1981</td>
<td>280,020</td>
<td>5,577,109</td>
<td>1,881,000</td>
<td>39.4%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1982</td>
<td>290,300</td>
<td>5,033,000</td>
<td>1,527,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1983</td>
<td>318,515</td>
<td>5,258,400</td>
<td>1,800,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1986</td>
<td>343,300</td>
<td>7,024,779</td>
<td>1,833,000</td>
<td>3.4%</td>
<td>23.2%</td>
<td></td>
</tr>
<tr>
<td>1987</td>
<td>325,000</td>
<td>7,100,000</td>
<td>2,140,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1995</td>
<td></td>
<td>10,712,000</td>
<td>4,136,000</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: M. Dritsas The Advent of the Tourist Industry in Greece during the twentieth century, in F. Amatori and A. Colli, Deindustrialisation and Reindustrialisation in 20th century Europe, Milano 1999, p. 181-201

In addition to the growing numbers of incoming tourists, already before the war numerous nature lovers’ societies and clubs had emerged, usually with elite membership and tourists started to tour the country by car in newly built roads. Travel books had been
proliferating both in Greek and other languages,\textsuperscript{13} while foreign authors continued to write about Greece. In all such publications, ample advertising of restaurants, hotels, travel agencies etc. appeared. Sustained growth of revenue led to the expansion of the sector, which today represents an important industry. In the 1950s, however, it was still a serious risk taking operation.

\textbf{The Kalofolias Group of Journals on Tourism}

The hypotheses enunciated at the opening of this chapter were tested by analysing one specific publishing firm and publication: It is the history of the Kalofolias Group of Cos., which developed the first primarily concerned with tourism private publishing initiative. The group is family owned and run and bears many of the traditional characteristics of Greek business.\textsuperscript{14} It developed from a modest firm founded in the 1950s, which began to publish systematically tourism news.

Journalism in matters of tourism was as already mentioned exercised until then on an ad hoc basis. As in most other branches of tourism, there was little previous experience or involvement. It took the perception of an astute journalist with entrepreneurial aspirations, D. Kalofolias, to start the first exclusively tourism concerned publication, which soon became a success, was imitated by others and led to the introduction of a wide variety of other periodicals and newspapers.

Circumstances for such an initiative did not look particularly propitious initially. After the War, Greece had been inserted in the group of Southern European countries to

\textsuperscript{13} Among several Greek ones, the earlier was published by Eleftheroudakis, \textit{Hellas} 3 v., Athens 1925 and was reprinted successively for many years after that.

\textsuperscript{14} Research in this area is rather difficult. There are few printed works on the subject of business press in Greek historiography. Furthermore, as competition is particularly intense among journalists and publishers of the sector, media businessmen are rather cautious, on the whole, about divulging information. Statistics are still in the process of being collected and processed. Only tentative conclusions may be drawn from the present analysis based oral history testimonies and content analysis of randomly selected publications.
receive funds from the Marshall Plan within the dominant American policy of the Truman doctrine. American advisors and administrators exercised influence in the choices Greek government especially since aid was orientated predominantly to short term reconstruction ends, military supplies, energy and much less to light industry. Development through the input of foreign (American) capital was, therefore, largely frustrated while American advisors explicitly indicated that tourism should be inserted in the priorities of the Greek government within the concept of promoting the comparative advantages of the country. This essentially confirmed that it would be excluded from any capital imported and that it would not necessitate foreign exchange resources or large amounts of capital inputs for its development.\(^{15}\) Indeed, out of the total USA aid which should have been advanced to Greece amounting to 100 million dollars, only a mere 75 thousand dollars were earmarked for tourism.\(^{16}\) Shortly, even this meager investment plan was annulled. An American administrator may have indicated tourism as the solution, but the development of the sector was purely and wholly the result of Greek efforts, most of the capital required coming indeed from Greek sources (state and private) with only marginal foreign component. Gradually, modern hotels were built and a few years later, an ambitious state-run programme of tourism development came into existence. Young and dynamic planners and managers, and a reorganised National Tourism Organization (EOT), were called upon to implement the new government policy. It included the

\(^{15}\) ECA (European Cooperation Administration) administrator in Washington, P. Hoffman, during his visit to Greece in 1949, was declaring that tourism was the biggest capital of Greece. Beautiful nature, traditional hospitality, famous archaeological sites and wonderful climate were the resources he insisted should be exploited. For Hoffman’s statement in Greek, G. Stathakis, *The Truman Doctrine and the Marshall Plan*, (in Greek) Athens 2004, p. 317,330. For a general analysis of Greek tourism policy, M. Dritisas, ‘Tourism in Greece: A Way to what Sort of Development?’ in L. Tissot, *Development of a Tourist Industry*, Neuchâtel 2003, p.187-210

building by the State through a programme of public investment of new hotels, improving archaeological sites, providing better transport facilities on the road, in the sea, and in the air, opening beaches and launching the idea of island tourism.17

Dimitris Kalofolias was another one of the pioneers of Greek tourism. He had for a number of years worked as a young educated journalist interested in matters of education and general economic and political reporting. He worked for a daily newspaper ‘Athinaiki’ and over the years had come to consider ‘tourism a form of communication’. He eventually became a reporter accredited at the Ministry of Education but his heart was really set on tourism. It would have been difficult to start on his own and he soon succeeded in persuading a number of his colleagues that new opportunities lay in the promotion of tourism reporting by launching a paper. It would be a joint investment venture but they also needed to establish sources of information and distribution outlets. Kalofolias used the method he had learned at the Ministry of Education earlier and decided to suggest to the officials of the rescusitated and reinforced EOT that a team of accredited journalists was indispensable for the coverage and promotion of tourism news, government activity and advertising campaigns. The plan looked sufficiently cohesive and Nicholas Fokas, general secretary of EOT, was convinced to give his support to the initiative. Kalofolias’s and his other journalist colleagues from Education became tourism reporters and specialists overnight. The team headed by Kalofolias, proved particularly useful to another EOT official, the influential Andreas Tzortzatos, director of the press

17 N. Fokas became general secretary of the Organization, P. Papachelas, general director and J. Lontos head of the maritime dept., Andreas Tzortzatos served as Press Director. Tzortzatos was also the first journalist to report on tourism in two prestigious dailies, ‘To Vema’ and ‘Ta Nea’, owned by another important publisher, Ch. Lambrakis, and later in ‘Ethnos’. 
service, a journalist himself, who until then was alone in the department. With the help of Kalofolias, the service was adequately staffed with other journalists of good backgrounds, while the ex-education journalists became accredited to EOT. All of them shared the same enthusiasm about the prospects of their job especially since they were invited by EOT to attend all functions related with tourism and cultural events, which the state through the Tourism Organization sponsored. This early team grew with time and eventually supplied trained journalists to other newspapers, which felt they should have a specialist reporter for tourism. Their main source of information became the staff of EOT and gradually the relationship developed into a privileged network, which was extended to include businessmen too, since EOT was granting the permits for the establishment of any firm – travel agency, hospitality or other services. Among them, was Andreas Lontos, previously captain of the navy and head of the yachting department of EOT, which was becoming a fast growing area of tourism with cruises around the Greek islands, building of marinas, chartering of boats, and so on. Tourism reporting was diversifying as it developed parallel to the special services and departments created by EOT for advertising and promotion, tourism offices abroad, an information service collaborating with foreign correspondents. As long as EOT was growing, the fortunes of the Kalofolias Group were good. Being the first to break new ground, he was in a privileged position to achieve a level of security which allowed him to start diversifying his contacts gradually in order to include business firms in his customer base. They were the new subscribers, contributors of news and articles, interviewees, buyers of publicity and advertisements. Gradually, the circle was extended to include industries producing

18 Thirty five years later, in 1993, Andreas Tzortzatos cooperated in the production of an anniversary edition of Tourism and the Economy, suggesting that Kalofolias had preserved the privileged relations he
equipment for his initial customers (anything from furniture, air conditioning installations, kitchen equipment, computers, telephone systems and so on.).\textsuperscript{19}

For journalists on the field, tourism reporting proved particularly attractive, since they were a sort of tourist themselves. Their job involving the collection and diffusion of business news, or analysis of data was only part of a rather glamorous general framework. They travelled in Greece and abroad, visited remote areas or stayed in luxury hotels. They enjoyed exhibitions, shows and cultural events, which few other Greeks could still then afford. They attended festival performances in Greece and abroad, sailed in the Aegean, discovering unspoiled worlds and islands and meet new exciting people. In short, they could become celebrities themselves. Journalism for them was part of a total tourist experience. But there were other sides to their job arising from the particular political situation in Greece at the time. Kalofolias, who remained the soul of the team for as long as they worked together considered reporting on tourism a ‘pleasant, free from ideological constraints pursuit; a calm way to combine reporting and enjoy travelling’. His job had ‘none of the hostilities and animosity of political reporting’ which he had done in the past, especially as Greece was coming out of a bloody civil war. These journalists began to diffuse new trends and patterns. For the first time islands were seen under a different light, since many of them still then were used as prisons with several thousand political dissidents interned. They represented lands of freedom, and opportunities for successful business and economic prosperity. They were, presented as such by reporters who focused on their comparative advantages and prospects. Tourism development, however, also reflected the eagerness of the Greek people whose standard

\footnotesize{had created during his long career. Cf. Tourism and Economy, March 1993.}
of living had dropped to a very low and mood even lower, to explore new forms of entertainment, leisure and travel. Just like Kalofolias, for many other Greeks, dealing with foreign tourists who poured into the country was a newly discovered form of communication with the rest of the world, a tearing down of geographic, economic, social and cultural frontiers.

Kalofolias’s first step towards a business strategy was the publication in 1958, of a biweekly mimeographed newsletter, entitled *Greek Tourist News*, which was posted to all Greek offices of EOT abroad, to the Greek embassies and consulates in Europe and America, to large travel agencies and many hotels. EOT in a way subsidised the publication, which was a low budget one. It was written in English, French and German and its successful reception by state agencies convinced Kalofolias that a regular publication had good prospects of equal success. The scene was still quite empty, *Oikonomikos Tachydromos* and *Viomechanike Epitheorisis* only publishing news about travel and tourism, as before while some local newspapers began to show interest in foreign visitors and tourism policy.\(^{20}\)

In 1963, Kalofolias launched his first exclusively business newspaper, *Express*, in which a whole page was dedicated to tourism.\(^{21}\) At the same time, the firm also launched the English language Hellenews for foreign agencies and residents. Both publications remained Kalofolias’ central concern for the next fifteen years during which repeated innovations in the layout, content and format were brought about. In addition to regular

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\(^{19}\) Today, almost 50% of pages in the central monthly publication *Tourismos kai Oikonomia* is taken up by advertisements.


\(^{21}\) Today, tourism occupies more than just one page and there are regular supplements on it about destinations and/or special issues.
reporting on every aspect of and topic related with tourism, there were adverts and general business and financial news. *Express* soon became a business and financial daily newspaper, supplied to every type of business. Subscription levels soared and advertising revenue increased. The success of *Express* was also due to the maintenance of the pattern of one man’s paper. Kalofolias’s publishing was an act of passion of a man who was at the same time owner/investor, CEO, and journalist concerned with the survival of his paper. In addition to providing the necessary finance and technology, the owner/publisher also set the priority of what was to be considered important news according to a series of criteria most of which originated in reliable sources. *Express* set the standard for business and financial reporting and *Tourismos kai Oikonomia* set the standards, accordingly for exclusive tourism reporting and publicity. In this way Kalofolias and his partners were instrumental in mapping out the landscape for business. The founder of the two publications, in his capacity as a specialist reporter, was soon able to form an extended network, thus securing his sources of information for a long time to come. He occupied important posts in a variety of other areas related with tourism - advisory committees and press and media associations. He could thus ensure accuracy and reliability of news coverage and reporting. A well designed advertising strategy and planning of campaigns also helped to enhance quality.\(^\text{22}\)

Ten years after the appearance of *Express*, Kalofolias launched initially a bimonthly and subsequently a monthly lush periodical, *Oikonomia kai Tourismos* (Economy and Tourism). The journal’s goal was to assist Greek tourism business in its entirety – hoteliers, travel agents, seamen, restaurateurs, guides, suppliers, hotel employees, advertising in the Greek press appeared in the 1880’s initially by the publisher of the daily *Acropolis*, Vlassis Gavrielides, and was gradually emulated by other publications until it became the dominant form of
technicians owners and workers in several thousands of Greek firms. In addition to news about policy, legislation, statistics, visitors, etc. special reports were also included covering almost the whole of the scope of the new sector from equipment suppliers to activities and analysis of problems in the main tourist regions, with the emphasis placed on innovation. The results of special commissioned studies about qualitative improvement in tourism were regularly pursued, containing the views of top executives, state officials, and employees with suggested propositions and solutions. In 1993, an anniversary issue of the periodical for its 20th year of publication was devoted to the pioneer personalities of Greek tourism, included an outline of the achievements of Greek tourism and several articles on the prospects of tourism for the year 2000.

Today, in addition to the many papers and periodicals, the Group found it had to step up differentiation by acquiring several other firms related with the media: Among them a company specializing in market research and surveys (Kapa Research S.A.). Additionally, its printing facilities are able to print approximately 25 daily newspapers foreign and Greek - among them the Daily Mail, Daily Express and Daily Mirror of British interests, which all circulate simultaneously in Greece, Turkey and Cyprus - and a large number of other books and assorted publications on tourism. The group also includes a company for Graphic Arts. The core of the small empire which according to the declaration of its founder, has no intention to extend to the electronic media at least as long as the founder is around - remains the successful paper Express and Oikonomia kai Tourismos.  

23 financing for periodicals.

23 The decision not to get involved with the electronic media was emphatically stated during an interview given for the purpose of this paper, on 9.2.2006.
As in many other cases of Greek newspaper publishing firms, this company started in the early 1960's with 4-5 close associates and trusted friends, initially accredited at the Ministry of Education and working for other Greek papers. They retrained to be able to dominate tourism reporting. They pulled their resources together and remained associates until the early 1990s. The company, under the general management and centralized direction of D. Kalofolias soon grew to employ 10, then 25, then 40 employees and journalists. In the last few years the staff had grown from 100 to over 300 today including technicians, graphic artists etc. Most businesses of this nature run the risk to sidappear if succession is not ensured. When it became obvious that age might be a problem Kalofolias decided that it was time for younger people to take over. He saw to it that his son and daughter would possess the necessary qualifications by getting degrees in communication studies. Accordingly he changed the status of the company, by buying out his partners and reinforcing family control. Its new profile has not changed much of its goals, except extend the scope of publications to more books and activities related with the leisure industry.

The presence of tourism in the press today is generalised in that all daily papers have now started to publish special supplements on travel and tourism. Local and foreign destinations, new types of tourist experiences, new products and facilities are promoted and advertising revenue related with tourism seems to have become a way to subsidise costly and prestigious publications too. Several big companies – hotels, travel agents, tour operators and electronically connected groups use the distribution network of newspapers and publishing firms like Kalofolias to make their offers known to the public.
Conclusion

From the preceding remarks it can be concluded that the tourism press represented a niche which was gradually shaped and organised by private initiative. It developed parallel to the growth of the tourism phenomenon and despite the certain globalised features of tourism, the press in that sector maintains still many of the traditional characteristics of Greek business. Family owned and run with centralised management has been able to improve the availability of reliable and accurate information about tourism, to organise important networks, to diffuse new norms of behaviour in the market. It has responded to the challenges presented by the demand from modern tourism in Greece and through systematising the flow of information has contributed to the integration of private and public supply of services.