



CYPRUS  
INTERNATIONAL  
INSTITUTE OF  
MANAGEMENT



AUDIT ■ TAX ■ ADVISORY

# Community - Based Tourism in Cyprus: Realizing the Competitive Edge

4 June, 2010

CIIM & KPMG ACADEMY



**Sponsors:**



## COMMUNITY - BASED TOURISM IN CYPRUS: REALIZING THE COMPETITIVE EDGE

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This conference can contribute to Continuing Professional Development requirements.

### Introduction:

KPMG Academy and CIIM once again join forces to present an international-level tourism conference. During this high-profile event, world-renowned academics, business sustainability experts and tour operator representatives turn the latest tourism economics and business research into a framework of practical guidelines in order to transform Cyprus's tourist industry back into a powerful economic driver. The event addresses the root causes of our industry's decline and brings forth a new and realistic model towards sustainable competitiveness.

What type of government investments need to be made now? What business model should hoteliers follow during these difficult times? How can complementary businesses be engaged to help pull the industry out of the crisis? What can you do to help your own business? The speakers will provide straightforward answers to these questions while revealing new business opportunities.

### Participants:

This event addresses government officials, community leaders, and hoteliers, but also managers and owners of tourism-related business of all types and sizes: Food-product manufacturers, restaurants, supermarkets, furniture manufacturers, construction companies, and aspiring entrepreneurs, all have much to gain from this insightful business conference.

### Speakers

**Dr. Theodore Panayotou**

*Director CIIM*

**Christos Makriyiannis**

*Senior Advisor KPMG Sustainability Services*

**Dr. Robert J. Johnston**

*Professor of Economics, Clark University, USA*

**Dr. Timothy J. Tyrrell**

*Professor of Economics, Arizona State University, USA*

**Dr. Carlo Scodanibbio**

*Internationally recognized business performance consultant*



## AGENDA

### Friday, June 4th

- 8:30am – 9:00am REGISTRATION
- 9:00am – 9:30am Welcome note from CIIM and KPMG Academy  
**Dr. Theodore Panayotou, Director CIIM**  
**Andreas Christofides, Managing Director, KPMG Limited**
- 9:30am – 10:30am Experiential Tourism  
**Dr. Theodore Panayotou**  
**Director CIIM**
- 10:30am – 11:00am COFFEE BREAK
- 11:00am – 12:00am Towards a New Model of Tourism Competitiveness  
**Christos Makriyiannis**  
**Senior Advisor KPMG Sustainability Services**
- 12:00pm – 1:00pm Sustainability: A Tour Operator's View  
TUI / Thomas Cook Representatives
- 1:00pm – 2:00pm LUNCH
- 2:00pm – 3:00pm Assessing Hotels' Business Practices: An Importance – Performance Analysis Workshop.  
Joint presentation:  
**Dr. Robert J. Johnston**  
**Professor of Economics, Clark University, USA**  
  
**Dr. Timothy J. Tyrrell**  
**Professor of Economics, Arizona State University, USA**
- 3:00pm – 4:00pm Lean Thinking for the Hospitality Sector  
**Dr. Carlo Scodanibbio**  
**Internationally recognized business performance consultant**

## Guest Speaker Profiles

### **Dr. Theodore Panayotou**

Director, CIIM; Former Lecturer of Harvard University

Dr. Panayotou is Director of the Cyprus International Institute of Management (CIIM) and Professor of Environmental Economics and Management at CIIM and Harvard University. Dr Panayotou has written over 100 books, monographs and papers published internationally. In 2007, he was recognized for his research work for the UN Intergovernmental Panel on Climate Change (IPCC) that contributed to the Nobel Prize won by IPCC in 2007.

Dr. Panayotou's work on tourism began in Southeast Asia in 1980, while serving as Economist with the Rockefeller Foundation. He advised governments (Brazil, China, Indonesia, Russia, Thailand, and the US), and international organizations such as the World Bank, UNDP, UNIDO, UNEP, and FAO). In 1991 Dr. Panayotou prepared a strategy for the CTO for averting

the loss of character and uniqueness of the Cyprus tourism. Also, in a World Bank/CDB study he proposed measures including transferable development rights which were adopted for historical and cultural buildings but not for natural environments. While at Harvard, he advised Presidents in Central America on experiential tourism.

From 1998 to 2003 Dr. Panayotou, advised the Tourist Organization and the local Government of Minorca on how the island could differentiate its tourist product from that of Majorca (to avoid the problems of mass tourism) by investing in nature-culture- and-heritage based tourism.

In 2005-06, as economic advisor to the Cyprus President, he worked on a strategy for experiential hospitality. Recently, Dr. Panayotou delivered workshops on tourism competitiveness and sustainability to the CTO and public lectures to the Cyprus Hotel Managers Association on experiential tourism.

## Guest Speaker Profiles

### **Christos Makriyannis**

Senior Advisor, KPMG Sustainability Services

Christos received both his Bachelor and Master of Science Degrees in Resource Economics from the University of Connecticut, USA. Today he is Senior Advisor at KPMG Cyprus specializing in corporate sustainability and natural capital as it relates to sustainable economic development and firm competitiveness, and delivers seminars in related fields. He combines methodological knowledge of economic modelling with practical experience both within the international and Cyprus policy context. Christos Makriyannis also has extensive experience with quantitative and statistical analysis for environmental and resource economics and financial forecasting applications. His dedication to promote formal tourism sustainability and competitiveness research in KPMG initiated research efforts that led to the collaboration with both Clark University and Arizona State University.

## Guest Speaker Profiles

### **Dr. Robert J. Johnston**

Professor of Economics, Clark University, USA

Dr. Johnston is Director of the George Perkins Marsh Institute and Professor of Economics at Clark University. He received his BA from Williams College and PhD from the University of Rhode Island. Among other appointments, he is currently President-Elect of the Northeastern Agricultural and Resource Economics Association (NAREA), on the Program Committee for the Charles Darwin Foundation, the Science Advisory Board for the Communication Partnership for Science and the Sea (COMPASS), the Gulf of Maine Regional Ocean Science Council, and is the Vice President of the Marine Resource Economics Foundation.

Professor Johnston is a natural resource and environmental economist who has published extensively on tourism economics and sustainability, valuation of natural resources and ecosystem services, and management of aquatic, coastal and ecological resources. This includes work on tourism sustainability that won the Charles R. Goeldner Article of Excellence Award in 2005 for top article in the Journal of Travel Research. He has also recently co-

authored Economic Analysis for Ecosystem Based Management: Applications to Marine and Coastal Environments, published by RFF Press.

As Director of George Perkins Marsh Institute (<http://www.clarku.edu/departments/marsh/>), Dr. Johnston leads Clark University's worldwide efforts to study social and economic dimensions of environmental change, with tourism as one of the Institute's focus areas. His work has been supported by major grants from organizations including the National Science Foundation (NSF), Environmental Protection Agency (EPA), Department of Agriculture (USDA), and the Department of Transportation (DOT), among many others. This includes a recent international initiative, cooperating with Arizona State University's Megapolitan Tourism Research Center and industry partners, to enhance the potential of travel and tourism to increase social, economic and environmental prosperity. Professor Johnston's work over the past two decades has contributed to policy affecting tourism, natural resources and the environment at the international, federal, state and local levels.

## Guest Speaker Profiles

### **Dr. Timothy J. Tyrrell**

Professor of Economics, Arizona State University,  
USA

Dr. Tyrrell is Professor of Tourism Development and Management and Director of the Megapolitan Tourism Research Center at Arizona State University. Dr. Tyrrell earned a Ph.D. from Cornell University in Agricultural Economics in 1979 after earning an MA in economics from the University of Tennessee and BA in Mathematics from the University of South Florida. He served as professor of tourism economics at the University of Rhode Island from 1978 until 2005, and as professor and founding director of the Megapolitan Tourism Research Center at Arizona State University from 2005 until the present. He has conducted market research, sustainable development and economic impact studies of tourism in many parts of the world and has published numerous articles.

He is a member of the Travel and Tourism Research Association and the International Association of Scientific Experts in Tourism. He serves on the Leadership Council of International Association of Tourism Economists. His article co-authored with Rob Johnston "A Dynamic Model of Sustainable Tourism" won the outstanding article of the year award by the Journal of Travel Research in 2006. He introduced his framework for Triple Bottom Line analysis for the tourism industry as an invited speaker at the Destination Management Association International 2008 conference in Las Vegas.

## Guest Speaker Profiles

### **Dr. Carlo Scodanibbio**

Internationally recognized Business Performance Consultant

Dr. Scodanibbio holds an Italian doctorate degree in Electrical Engineering (Politecnico di Milano - 1970). He has over 39 years of experience in Plant Engineering, Project Engineering and Project Management, as well as Industrial Engineering and Operations Management.

He has been a free-lance consultant since 1979 and has worked in a wide spectrum of companies and industries in many countries. He has co-operated, inter-alia, with the Cyprus Chamber of Commerce, the Malta Federation of Industry, the Mauritius Employers' Federation, the Romanian Paper Industry Association, the United Nations Industrial Development Organisation and the University of Cape Town.

Carlo operates as an Independent Professional Consultant and Human Resources Trainer to industry. His courses and seminars have been attended by well over 14.000 Entrepreneurs, Managers, Supervisors and Workers.





## Cyprus International Institute Of Management (CIIM)

*"A management school like no other"*

CIIM is an innovative management school recognized nationally and internationally as a center of excellence in management education. The only non-state, non-profit, and internationally accredited business school in Cyprus, CIIM specializes in cutting-edge management education, research and consultancy, drawing together the best available management education and practice, from around the world, and making it available, at an affordable cost, to highly motivated individuals. Established in 1990, with 'relentless pursuit of excellence' as its motto, CIIM is committed to a laser-sharp focus on quality and creativity.

CIIM's Board of Governors consists of visionary business and community leaders and its Academic Council includes educational leaders and distinguished academics from leading world universities. Similarly, its visiting faculty is drawn from leading European and North American universities and business schools including Harvard, MIT, Columbia and New York University in the USA; Oxford, Cambridge, Warwick, Cranfield, Manchester, London Business School and London School of Economics in Britain; HEC and ESSEC in France; and University College Dublin in Ireland.

CIIM offers two internationally accredited programmes – the Master in Business Administration (MBA), and the Master in Public Sector Management (MPSM), both accredited by the Association of MBAs and the European

Foundation of Management Development, (EPAS accreditation); furthermore, CIIM offers five specialized MSc programmes in: Finance and Banking, Human Resource Management & Organizational Behaviour, Shipping Management, Educational Leadership & Management, and Marketing Management.

CIIM's non-degree, executive education programmes, in Cyprus and abroad, designed for both the private and the public sectors, cover a broad spectrum of management and leadership issues, and range in duration from two days to four weeks. Examples include the Executive Leadership Programme, (aimed at business leaders and top executives), the Executive Development Programme, (for mid-level managers), and specialized programmes in Real Estate and Healthcare Management. CIIM also delivers in-company customized training programmes, management consulting, coaching and mentoring for business and government executives.

CIIM is a member of the European Foundation for Management Development (EFMD), the European Institute for Advanced Studies in Management (EIASM) and the International Association to Advance Collegiate Schools of Business (AACSB).

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## KPMG Academy Cyprus

*“Turning knowledge into value”*

The KPMG Academy in Cyprus, has been developed as a separate line of service to utilize our professional and academic expertise and turn this knowledge into value for the benefit of our clients, our people and the society in general.

Effective staff training can contribute to the improvement of business productivity which is an indispensable element for dealing with the global financial slowdown.

The Academy organizes in-house and open training programs, as well as international symposiums and conferences to address a wide range of areas which include: technical and financial matters, selling, marketing and customer relationships, leadership and human resource management, and essential professional skills.

Bi-annually, KPMG Academy carefully selects a number of seminars which reflect current market needs and training priorities. All these seminars can be delivered in-house and can be tailored to the specific needs of your organization. Furthermore, some are available as open training courses and have been approved by the Human Resource Development Authority. Suitable subsidies are therefore available to all HRDA qualifying participants.

### Academy Team

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# Registration Form

## Community - Based Tourism In Cyprus: Realizing The Competitive Edge

4th June, 2010

### Registration Fee:

€300 + VAT

10% discount for more than 2 participants from the same company.

or

20% discount for more than 4 participants from the same company.

### Delegate (s) Details:

Full Name: \_\_\_\_\_

Job Title: \_\_\_\_\_

Telephone: \_\_\_\_\_ Mobile: \_\_\_\_\_

Fax: \_\_\_\_\_

Email: \_\_\_\_\_

Full Name: \_\_\_\_\_

Job Title: \_\_\_\_\_

Telephone: \_\_\_\_\_ Mobile: \_\_\_\_\_

Fax: \_\_\_\_\_

Email: \_\_\_\_\_

Full Name: \_\_\_\_\_

Job Title: \_\_\_\_\_

Telephone: \_\_\_\_\_ Mobile: \_\_\_\_\_

Fax: \_\_\_\_\_

Email: \_\_\_\_\_

### Company Details:

Name: \_\_\_\_\_

Address: \_\_\_\_\_

Postcode: \_\_\_\_\_

Town: \_\_\_\_\_

Telephone: \_\_\_\_\_ Fax: \_\_\_\_\_

Email: \_\_\_\_\_

### Authorization of Booking:

Signature: \_\_\_\_\_

Date of Booking:   //   //

### Payment Details:

Number of Participants: \_\_\_\_\_

Cost per Participant\*: \_\_\_\_\_

Total Cost: \_\_\_\_\_

VAT 15%: \_\_\_\_\_

HRDA subsidy: \_\_\_\_\_

Total amount payable \_\_\_\_\_

I enclose a cheque payable to KPMG Limited

Bank \_\_\_\_\_ Cheque No \_\_\_\_\_

I wish to pay by:

VISA  Mastercard  Diners Card  American Express

Name as it appears on Credit Card:

Credit Card Number:

Card Security Code:

Mastercard/Visa - last 3 digits on signature strip

American Express - 4 digits in front of card

Expiry Date:   //   Valid From:   //

### Terms & Conditions

Cancellations made within five (5) working days prior to the start date of each seminar will not be accepted and the fees will not be refunded. Substitutions are welcome at any time without any additional charge.

CIIM & KPMG reserves the right to change the dates or times of a seminar or cancel a seminar due to low enrollment or any other

reason which makes the conduct of a seminar impractical.

You are deemed to have read and understood these terms and conditions before signing this registration form.

