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Raising the Victory Cities of Octavian

MA Thesis in Cultural Heritage Studies: Academic Research, Policy, Management.

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Raising the Victory Cities of Octavian

by

Georgios Lamprakoulis

(Greece)

Thesis submitted to the Department of Medieval Studies,
Central European University, Budapest, in partial fulfillment of the requirements
of the Master of Arts degree in Cultural Heritage Studies: Academic Research, Policy,
Management.

Accepted in conformance with the standards of the CEU.

Chair, Examination Committee

Thesis Supervisor

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I, the undersigned, **Georgios Lamprakoulis**, candidate for the MA degree in Cultural Heritage Studies: Academic Research, Policy, Management declare herewith that the present thesis is exclusively my own work, based on my research and only such external information as properly credited in notes and bibliography. I declare that no unidentified and illegitimate use was made of the work of others, and no part of the thesis infringes on any person's or institution's copyright. I also declare that no part of the thesis has been submitted in this form to any other institution of higher education for an academic degree.

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Abstract

The study focuses on the cultural and economic utilization of ancient Nicopolis and offers sustainable solutions at a local level through the organization of *Nicopolis: Festival of Apollo* and related sets of proposals for securing the future of the site and its hinterland. At the moment, the Preveza region under-uses its cultural monuments and is mostly known as a destination for sun and beach while Nicopolis is underutilized and neglected. Through qualitative analysis and examination of related and secondary sources, I evaluated the activities and cultural events taking place at the archaeological sites of Augusta Praetoria Salassorum and Augusta Emerita, in terms of their applicability, to restoring the fortunes of ancient Nicopolis.

Additionally, the research included an examination of the necessary bureaucratic work to obtain a license for the realization of the festival and an identification of the objectives for a strategic plan for cultural tourism in the region of Preveza. The analysis established evidence that the selected cultural events are applicable for the site because of their relatively low cost. Moreover, the proposals for the collection of financial resources make the organization of the festival feasible. The successful organization of *Nicopolis: Festival of Apollo* in ancient Nicopolis will have a significant impact on the economic development and sustainability in the Preveza region. What this organization will entail and which stakeholders will be responsible for different parts of the work is outlined in the final chapters.

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Introduction

Greece is among the wealthiest countries in the world in terms of history and cultural heritage but the economic crisis paralyzed financially the country. In this challenging period, Greece is in need of renewed sources of income and tourism is one of the key solutions for economic sustainability in regions struggling with financial difficulties. The heritage and cultural activities, such as festivals, organized in the regions are some of the major tourist attractions. At the same time, and equally important, festivals are one way of preserving national treasures such as the Roman Victory City of Nicopolis. This study focuses on the need for cultural and economic sustainability in the Preveza region which will be achieved through the organization of *Nicopolis: Festival of Apollo* held at the site of Nicopolis itself. Although this study focuses specifically on the region of Preveza, its findings may well be applicable for other regions in Greece.

The core research question that underpins the study is: **What is the significance of Ancient Nicopolis for the Preveza region in terms of culture and economy today?** Ancient Nicopolis is vital for the economic and cultural sustainability for the Preveza region as it is a cultural product that can offer plenty opportunities. *Nicopolis: Festival of Apollo* will be the main tool used to achieve site and economic sustainability in the region by attracting tourists mainly through participation and cooperation of local associations to avoid additional expenses. Furthermore, the suggestions developed in the study are based on two successful examples of ancient cities that managed to create economic development in their respective regions through the realization of similar festivals. These two ancient cities are Augusta Praetoria Salassorum in Italy and Augusta Emerita in Spain. Both successful examples were chosen primarily because of their parallels with Nicopolis and because organizations at both

archaeological sites created bridges with the local community, something that is also designed for Nicopolis.

Ancient Nicopolis, Augusta Praetoria Salassorum and Augusta Emerita are Victory Cities¹ founded after successful battles by Gaius Octavius (*Imperator Caesar Divi F. Augustus*), one of the most important political and military personalities in Roman history. Augustus was the first emperor of Rome and the leader who established the *Pax Romana*, a period of peace, stability and cultural flourishing throughout the Roman world. He ruled from 27 BC until his death in 14 AD (Blackburn & Holford-Strevens, 1999). Augustus expanded the borders of his Empire and after numerous successful battles, established a number of Victory Cities (around twenty depending on his successful battles) around the known world, some of which were highly significant with regards to political and strategic issues. Despite their importance, ancient Nicopolis and Augusta Praetoria Salassorum remain unexplored to a large extent with little research on them prior to their development.

These three Victory Cities of Octavian have been chosen because they share a common history since they were established by Augustus after important battles. Furthermore, I chose the two developed Victory Cities as comparative examples because they are in countries dealing with economic difficulties. The cities also share similar topography; they are Victory Cities and were therefore established in strategic positions meant to control large areas and to extract wealth from nearby cities for the benefit of the empire. It is worth mentioning that some individual research and literature on the cities does exist but not for the network as a whole.

Justification

The study can be used for starting-up the depressed local economy in the Greek region of Preveza through the realization of *Nicopolis: Festival of Apollo* in the Victory City

¹ Victory cities are cities that were established by Augustus after successful battles.

of Nicopolis. Nicopolis is currently underutilized and underfunded resulting in risks to the sustainability of the archaeological site itself. The aim is to create economic sustainability in the area around the ancient city of Nicopolis using the achievements of Rome’s golden age to attract a new type of tourists. In addition, I will propose several ways to integrate ancient Nicopolis in a sustainable fashion into regional and local economies.

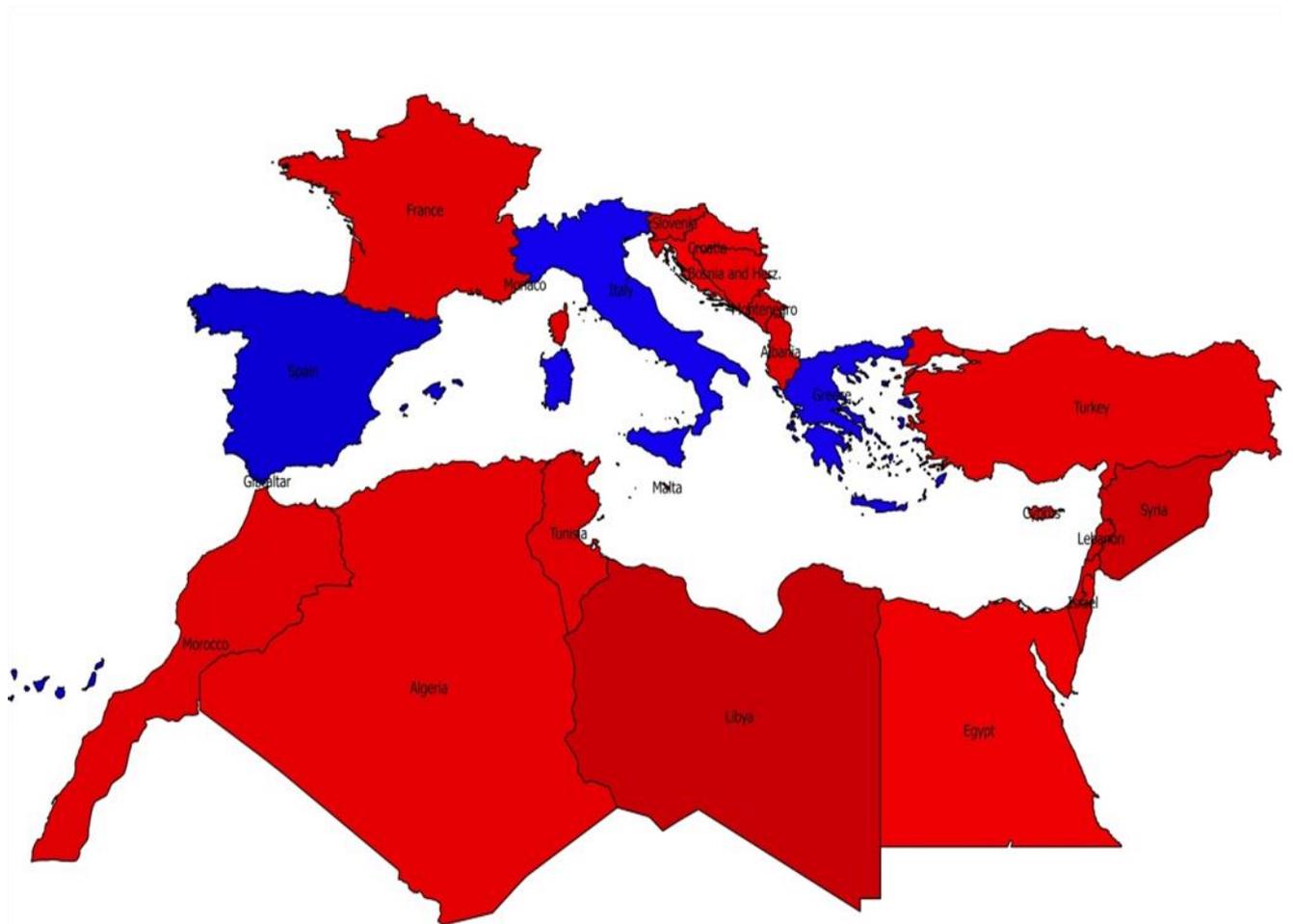


Fig. 1- Map displaying the location of Greece, Italy and Spain in the Mediterranean area. Designed by Georgios Lamprakoulis

Ancient Nikopolis was established by Augustus after the naval battle against Antony and Cleopatra in 31 BC. The etymology of the name Nikopolis is “Victory City”. It is situated in the western part of Greece in the region of Preveza and it is a symbol of one of the most important turning points in Roman history: the beginning of a new era; the inception of Augustus’s autocracy (Galinsky 1996).



Fig. 2- Map of Greece - Location of ancient Nicopolis. Designed by Georgios Lamprakoulis

The next Victory City and the first of the successful examples of cultural events in this study, is Augusta Praetoria Salassorum (modern Aosta in Italy); it is the principal city in the Aosta Valley. It is a bilingual region in the Italian Alps, in the northwest Italy. It was founded in 25 BC.



Fig. 3- Map of Italy - Location of Augusta Praetoria Salassorum. Designed by Georgios Lamprakoulis

The third Victory city is Augusta Emerita (present day Mérida in the western part of Spain and the only one of the three cities inscribed in the UNESCO'S World Heritage List since 1993). It was also founded by Augustus in 25 BC after a notable victorious battle. The archaeological site of Mérida is one of the largest and most extensive archaeological sites in Spain.



Fig. 4- Map of Spain - Location of Augusta Emerita. Designed by Georgios Lamprakoulis

Goals

The present study has several goals that will be presented in the next chapters. The first of the goals is to evaluate the cultural events following the good examples of Victory Cities and to examine which of their aspects can be used for Nicopolis. The next goal is to list and analyze the chosen cultural events of the good examples that can be adopted to *Nicopolis: Festival of Apollo* and their feasibility. Moreover, another goal is to create a strategic plan for cultural tourism in Nicopolis and to examine the required Greek legal framework for the organization of festivals. An additional goal is to establish a market of local products in the festival taking as example the Roman markets and products in the city of Rome.

Another important goal of the study is to create a Roadmap which is a step by step guide for the realization of the festival. Finally, the last goal which is a future short-term goal is to boost the economic growth in the Preveza region with the realization of the festival. The proposed cultural events will attract a different type of tourists from those interested only in sun and beach activities. These new tourists will enhance the local economy of Preveza and will give an impetus to the economic development of the region. This will also provide economic opportunities for people living in the surrounding areas, for example by selling local products on the model of the roman market example.

Methods & Research Methodologies

For the purposes of this study I used a qualitative approach to examine the cultural events, taking place in the successful Victory Cities, the sale of Roman – related goods in local markets in Rome, as well as secondary internet sources. I conducted my fieldwork in the city of Rome, where I observed the use of the local markets in festivals organized in Italy. Moreover, the research included an investigation of the Greek legal framework to get through the bureaucratic work needed for the organization of festivals. Finally, I examined previous connections and cooperation between archaeological sites in Greece such as the DIAZOMA.² Through this, I understood how the execution of campaigns for collection of funds is carried out for the implementation of prospect festivals. DIAZOMA is in constant collaboration with the Ministry of Education, Culture and Sports in order to highlight, promote and finally acquire funding for the realization of projects.

² See Sofikitou, 12-13. DIAZOMA is a non-profit organization founded in 2008 for the protection and utilization of ancient sites in cooperation with the Ministry of Culture and Sports and the Ephorate of Antiquities. The aim of the organization is to locate alternative funding with the three funding portals: sponsors, city-regions and citizens.

Chapter 1 - Cultural events in Aosta, the successful example of Augusta Emerita and the Roman market examples

The main goal of this chapter is to provide an analysis of the activities and cultural events taking place at the archaeological sites of Augusta Praetoria Salassorum and Augusta Emerita, their organization and applicability to ancient Nicopolis. That, together with the lessons learned in marketing local Roman produce at festivals in Rome, Italy provides the background to this chapter. These examples will be taken into account when proposing activities and cultural events for ancient Nicopolis. Using the available literature as well as reliable internet sources on contemporary activities connected with Roman history and established Victory Cities, an analysis of the organizing processes that will be used to design proposed events for ancient Nicopolis will be provided.

One reason for selecting the archaeological Victory City sites is that both Augusta Emerita (Spain) and Augusta Praetoria Salassorum (Italy) are tourist attractions that manage to draw thousands of visitors every year. Another reason is that the main organizers of the Victory City events are local people, actively interested in promoting their cities and bringing economic sustainability by attracting tourists. These sites are already archaeological parks, unlike ancient Nicopolis, and they can be used as partial prototypes for the cultural and economic utilization of Nicopolis. Nicopolis has its own unique features that will also affect event structures.

Augusta Emerita is the most successful case as it is already a UNESCO World Heritage Site with famous and innovative events. It has attracted a number of stakeholders with many investments in the area. What is common for the three Victory City sites is that they are situated in the Mediterranean Region where a large proportion of the population relies on tourism for their basic income. At Augusta Praetoria Salassorum, the local and

National authorities in Italy are making efforts to include the archaeological site into the UNESCO World Heritage Site List. Many excavations and researches have taken place in the last years in the city with the support of the regional office of Aosta and the University fund for basic research FARB at the Polytechnic university of Milan (Bertarione & Magli 2015).

The cultural and tourist events organized in Augusta Emerita and Augusta Praetoria Salassorum are published on the internet as a tool for promotion of the sites. These materials and other online sources were examined through content analysis. I used the findings to design the cultural events for Nicopolis.

1.1 Cultural Events in Aosta

The Victory City of Augusta Praetoria Salassorum (Aosta)

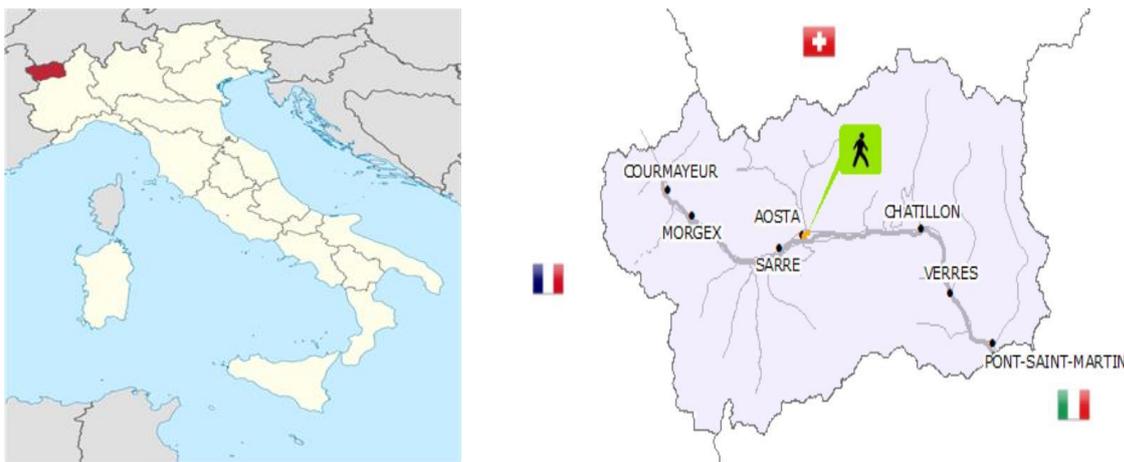


Fig. 5- Maps of Italy and Valley of Aosta. Photos retrieved from “Walks of Italy” website. Accessed April 22, 2017. <https://www.walksofitaly.com/blog/all-around-italy/countryside-in-italy-pictures>

Augusta Praetoria Salassorum was founded around 25 BC to celebrate the victory of Augustus's army over the Salassi, a local Celtic tribe (Rospond 2012). It is located in Aosta Valley, a mountainous region in northwestern Italy. It lies in the heart of the Alps on the borders of France and Switzerland. Every year, numerous events are organized in the area and provide great occasions for visiting both in the summer and as a winter sports

destination.³ The organization of the activities/cultural events in Augusta Praetoria Salassorum is the responsibility of a number of private, local and national institutions, organizations and local communities. Every year many events⁴ are organized in the valley of Aosta by both local people and local authorities.⁵

I found three cultural events connected with the Roman history of the area that can be adopted in the proposed festival for ancient Nicopolis. I find them applicable because the local population in both regions has very similar traditions and common interests towards their heritage. The success of the festival will be guaranteed because organizing such events does not require high budget and the costs are covered mostly by the local donors. Since state funding is limited, it is crucial for countries suffering from a long-term economic crisis to implement innovative ideas to promote their heritage.

The main government bodies responsible for the organization of these three events are the Municipality of Aosta and the Regional Committee of Valle D'Aosta. Below are listed the local government and civil institutions participating in the organization of the events taking place in the town of Aosta for promotion and celebration of Augusta Praetoria Salassorum:

Government institutions:

- Camera Valdostana - Aosta Valley Chamber of Commerce
- Citta di Aosta – City of Aosta
- Centro Sportivo Esercito - Army Sports Center
- Comitato Regionale Valle D'Aosta - Regional Committee of Valle D'Aosta
- Comitato Valle d'Aosta atletica - Athletic committee of Aosta valley
- Comune di Aosta - Municipality of Aosta

³ “Valle d'Aosta. The official tourism website for the Aosta Valley.” Accessed April 28, 2017. <http://www.lovevda.it/en>.

⁴ Historical parades, food and wine festivals, costumed processions, ceremonies, folklore events, photographic exhibitions, music and dance festivals, traditional games and athletic competitions

⁵ “Comune Di Aosta - Aosta LIFE.” Accessed April 26, 2017. <http://www.aostalife.it/www/index.php>.

- Comune di Charvensod – Municipality of Charvensod
- Comune di Pollein – Municipality of Pollein
- Comune di Saint Christophe – Municipality of Saint Christophe
- Federazione Italiana Di Atletica Leggera - Italian Federation of Athletics
- Regione Autonoma Valle d'Aosta - *Independent* regional office of Aosta
- Ufficio del turismo in Valle d'Aosta - Tourism office of Aosta Valley

Civil associations:

- Aegyptiacus Entertainment
- Carnevali D' Italiano - Italian carnivals
- Centro Addestramento Alpino – Alpine Training Center
- Liquid Gate Studio
- Fondazione Film Commission Vallée d'Aoste - Film Commission Vallee

D'Aoste

The institutions involved in the organization of the events have different reasons for participating (some seek advertisement for their companies in the festival) and different responsibilities (local or national government bodies), however their common strategy is the promotion of the site. The events are funded by sponsors and donors.

1. Half Marathon - running race



Fig. 6 - Official Logo of the Aosta half Marathon. Photo retrieved from the official tourism site of Aosta. Accessed April 20 2017. Available at <http://www.lovevda.it/en/database/2/sport/aosta/half-marathon-running-race/56651>

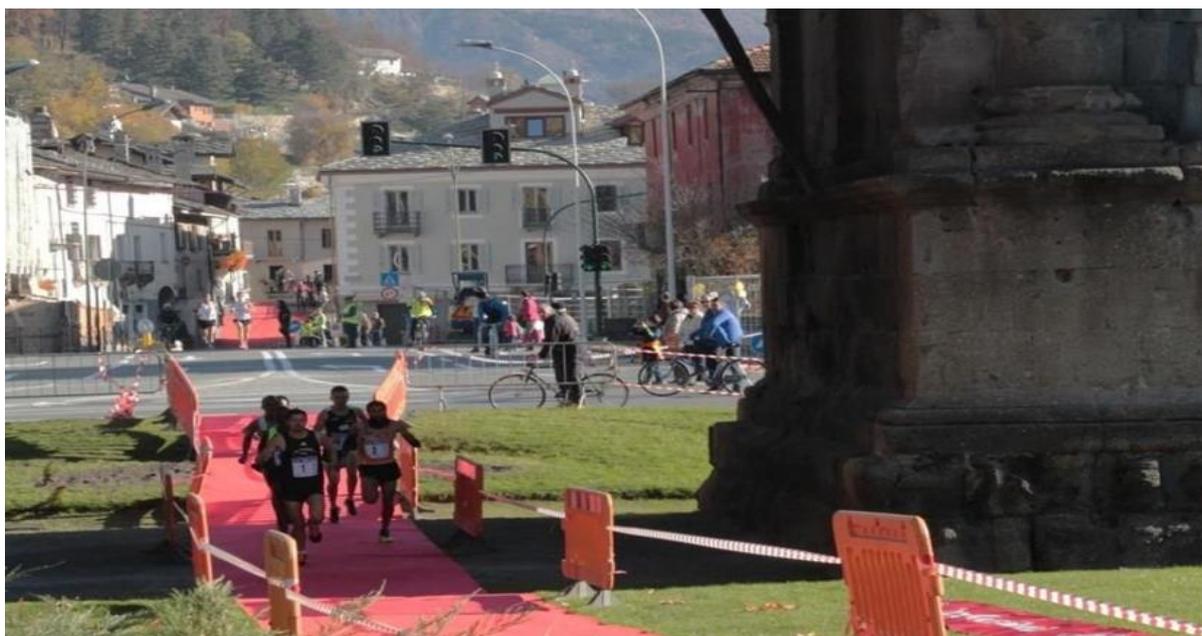


Fig. 7- Athletes running under the Arch of Augustus. Photo retrieved from the official tourism site of Aosta. Accessed April 20 2017. <http://www.lovevda.it/en/database/2/sport/aosta/half-marathon-running-race/56651>

The half-Marathon of Aosta is 21,097 meters. The start and end point of the race is the Augustus Arch, while the marathon route is passing through the historic center of Aosta and Aosta Romana, monuments and corners full of history and beauty. There is also a non-competitive running tour that takes place in Aosta (5 km). Visitors can enjoy the gastronomic and tourist route and taste the seasonal agricultural goods produced in the local farms. The race is approved by the Italian Athletics Federation (FIDAL) ⁶

The cultural event is directly connected with the Roman heritage of the city as the half-Marathon passes by the most famous Roman monuments of the area. This way of promoting the heritage of the city will be used in ancient Nicopolis. During the festival, the marathon route will include the most important heritage sights in the city of Preveza. There have been previous marathons organized, starting in the town of Preveza and finishing in front of Nicopolis, but their route did not include any historical monuments.

⁶ “MezzaAosta. “Mezza Maratona Di Aosta.” Accessed April 29, 2017. <http://www.mezzaosta.it/>.

2. "Marché Vert Noël" Christmas Market



Fig. 8- Shop in front the facade of the Roman theater. Photo retrieved from the official tourism site of Aosta. Accessed April 18 2017. <http://www.lovevda.it/en/database/2/craft-fairs-markets/aosta/marche-vert-noel-christmas-market/22493>



Fig. 9- Shops by the facade of the Roman theater. Photo retrieved from the official tourism site of Aosta. Accessed April 18 2017. <http://www.lovevda.it/en/database/2/craft-fairs-markets/aosta/marche-vert-noel-christmas-market/22493>

Between December and January, the “Marché Vert Noël” Christmas market transforms the Roman theater into an alpine village. The twenty two meters high southern

facade of the Roman theater once housed the spectators (*cavea*), and the foundations of the wall acted as a backdrop (*scaena*) (Masseti, 2015).

While the festival is being held, the visitors can try local specialties, wines, to buy handicrafts, traditional objects and gifts. Each day during the festival, the visitors can walk in the “streets” of the village, between fifty one chalets, to find and buy gifts among the crafts on display. The products include candles, wooden handicrafts, handmade soaps, ceramics, antiques and furniture, accessories in boiled wool clothing and felt, hemp and lace. Moreover the products include Christmas decorations, homemade delicacies, wine, sweets and pastries from the region. The visitors can also find books and articles containing *découpage* or other decorative or craft techniques, characteristic of the region.⁷ The event revitalizes the Roman heritage of the city as it is taking place next to the Roman theater. In the case of Nicopolis, the event will not take place during Christmas but during the festival. In the future and after establishing a stable tourist presence, the event can take place separately during Christmas.

3. Pont-Saint-Martin Carnival



Fig. 10- Local parade in Roman costumes. Photo retrieved from *Carnevale Storico di Pont-Saint-Martin* official site. Accessed April 19 2017. <http://www.lovevda.it/en/database/2/carnivals/pont-saint-martin/historic-carnival/34873>

⁷ Comune Di Aosta – “Marché Vert Noël 2016-2017.” Accessed April 12, 2017. <http://www.aostalife.it/www/index.php/eng/eventi/evento/190/12/2016>.



Fig. 11 - Firework display. Photo retrieved from Carnevale Storico di Pont-Saint-Martin official site. Accessed April 20 2017. <http://www.lovevda.it/en/database/2/carnivals/pont-saint-martin/historic-carnival/34873t>



Fig. 12- "Diavolo Satana" ready to be burned. Photo retrieved from Carnevale Storico di Pont-Saint-Martin official site. Accessed April 20 2017. <http://www.carnevalepsm.it/archivio/2016/rogo>

The historical carnival of Pont-Saint-Martin is a reminder of the defeat of the Salassi tribe by the Romans. It offers opportunities to visitors and locals to participate in a "chariot race", which again places the local population against the invaders. The origins of the chariot race are not known, but probably it started 2000 years ago, back when the town bridge was

constructed by the imperial legions. Every district or “*insula*” in the town has its own chariot and team consisting of a charioteer and a number of athletic youngsters. People from Pont-Saint-Martin, nearby villages and towns in Piedmont and Val d’Aosta participate in the carnival parade. The day of the carnival comes to an end with the burning of *Diavolo Satana* (Satan) and a spectacular firework display.⁸

Another part of the Carnival is dedicated to the legend of the "Nymph" of the Lys, the mountain stream that crosses the town. According to the legend, the Nymph was angry with the local people and swelled the stream, planning to destroy the town. But when she reached the Roman bridge she was convinced by the people, to let the stream pass through the town without causing any damage. Young local girls participate in the role of the Nymph.⁹ The leading characters of the historical carnival in Pont-Saint-Martin are San Martino (the Bishop) and his adversary Satan, the Roman Consul, the Tribunes of the People, the Roman Guards, their Officer and finally, the Lily Nymph accompanied by her two Maids (Masseti, 2015).

This carnival takes place next to many of the Roman monuments of the city and it is based on local traditions connected to the Roman heritage. Although the carnivals in Greece have their origins in ancient Greece and the festival of Dionysus, Greece does not have an equivalent carnival season promoting the Roman heritage. This concept will be used for the first time in Greece during the *Nicopolis: Festival of Apollo*.

These low budget events, organized in Augusta Praetoria Salassorum are attracting thousands of tourists every year that promote the city, local traditions and local products. All of these events require the participation of the local people. The same events will be adopted

⁸ Valle d’Aosta. “The lower Lys Valley: from Pont-Saint-Martin to Fontainemore.” Accessed April 04, 2017. <http://www.lovevda.it/en/database/8/cultural-itineraries/aosta-valley/the-lower-lys-valley-from-pont-saint-martin-to-fontainemore/1863>

⁹ Italy Magazine. “Carnival in Valle d’Aosta.” Accessed April 02, 2017. <http://www.italymagazine.com/featured-story/carnival-valle-daosta>.

in ancient Nicopolis since they have low or no costs and the site has the capacity to host big events. Keeping costs as low as possible is critical as the Greek state is suffering from a long-term economic crisis and raising funds might turn out to be challenging.

1.2 The successful example of Augusta Emerita



Fig. 13- Location of Merida on the map of Spain. Photo retrieved from World Easy Guides website. Accessed April 22 2017. <http://www.worldeasyguides.com/europe/spain/merida/where-is-merida-on-map-of-spain/>

1. National Museum of Roman Art.
2. Roman Theatre. From 1615 B.C.
3. Amphitheatre. Built around the year 8 B.C.
4. House of the Amphitheatre. From the second half of the 3rd century A.D.
5. Roman House of Mithreo.
6. Fortress and Convent.
7. Roman Bridge over the Guadiana River.
8. Roman Circus.
9. Arch of Trajan.
10. Arch of Trajan Temple of Diana.
11. Church of Santa Eulalia.
12. Los Milagros Aqueduct.
13. Roman Bridge over the Albarregas River.
14. Roman Aqueduct of San Lázaro.



Fig. 14- Roman monuments on the city map of Merida. Photo retrieved from "Spain Parador" website. Accessed April 06 2017. <http://spainparador.com/parador-merida.html>

Augusta Emerita is located in Mérida, the capital city of the Extremadura Region in the western part of Spain. According to the Roman historian Cassius Dio, Augustus founded Augusta Emerita after the end of the Cantabrian War, in 25 BC (Cary and Foster 1927). I chose the Victory City of Augusta Emerita as a successful example because the Archaeological Ensemble of Mérida is one of the largest and most extensive archaeological sites in Spain. Also it is the only Victory City (of the three researched in this study) that has been inscribed as a UNESCO World Heritage Site since 1993.

Every year, during the festival “*Emerita Lvdica*”, Mérida recalls its Roman past and the city travels back to the 1st century BC. Gladiator fights, marching legionaries, Roman markets, historic recreations, fashion shows inspired by the clothing from that period, take place in many areas of the city. Some of them are held in the Roman theater and amphitheater. A “*Noche en blanco*” (“night in white”) when all of the main monuments are open to the public until the early hours, also takes place. The population of the city returns to Roman times thanks to the participation of local civic organizers who help develop the events. The previous year “*Emerita Lvdica*” was held between the sixth and twelfth of June.¹⁰

The Roman bridge, the citadel, Diana's temple, the National Museum of Roman Art, the Amphitheatre and other places, act as venues for the Roman reenactments in which after 2000 years, “gods and mortals” once again can be seen walking the streets of Mérida.¹¹

I have found four cultural events connected with the Roman history of Mérida that can be adopted for the proposed festival in ancient Nicopolis. The cultural events will be an innovation for the Preveza region since this kind of festival has never been organized on a local or national level in Greece. As in the previous case, the chosen cultural events are low budget and the costs are mostly covered by sponsors and local participants. Finally, the

¹⁰ Extremadura turismo. “*Emerita Lvdica*.” Accessed April 05, 2017. <http://turismoextremadura.com/viajar/turismo/en/explora/Emerita-Lvdica/>.

¹¹ “Tourismo De Merida.” Accessed April 24, 2017. <http://turismomerida.org/>

organization of events such as gladiator fights requires large space, which like Augusta Emerita, can be provided by ancient Nicopolis. According to the UNESCO's official website, the archaeological site of Augusta Emerita¹² is covering an area of thirty one hectares while the archaeological site of ancient Nicopolis¹³ is spread in an area of 900 hectares.

The main institutions responsible for the organization of these four events are the Municipality of Merida and the National Museum of Roman Art. The main bodies participating in the organization of these events are listed below:

Governmental institutions:

- Ayuntamiento de Mérida – Municipality of Mérida
- Consorcio Ciudad Monumental De Mérida - Consortium Ciudad Monumental of Mérida
- Consorcio del Patronato del Festival de Mérida - Consortium of the Patronage of the Merida Festival
- Dirección General de Turismo - General Directorate of Tourism
- Escuela Superior de Hostelería de Mérida - School of Hospitality of Mérida
- Museo Nacional de Arte Romano - National Museum of Roman Art
- MVseo Historia Aeterna Gladiatvrae

Civil associations:

- Asociación Ara Concordia – Association Ara Concordia
- Asociación de recreación histórica Ara Concordia - Historical recreation association Ara Concordia
- Cofradía Extremeña de Gastronomía - Extremadura Gastronomy Guild

¹² UNESCO World Heritage. “Archaeological Ensemble of Mérida.” UNESCO World Heritage Centre. Accessed April 26, 2017. [http://whc.unesco.org/en/list/664/..](http://whc.unesco.org/en/list/664/)” UNESCO World Heritage Centre. Accessed May 26, 2017. <http://whc.unesco.org/en/list/664/>.

¹³ UNESCO World Heritage. “Archaeological Site of Nikopolis.” UNESCO World Heritage Centre. Accessed April 26, 2017. <http://whc.unesco.org/en/tentativelists/5861/>.

- Emerita Antiqua Association
- Emeritae LVDVS Gladiatorvm

Non-profit foundations:

- Academia Extremeña de Gastronomía - Extremeña Gastronomy Academy
- Escuela de Gladiadores 'Emeritae Ludus Gladiatorum' - Gladiator's School

'Emeritae Ludus Gladiatorum'

- Escuela de teatro TAPTC – School of theatre TAPTC
- Merida Capital Iberoamericana de la Cultura Gastronomic 2016 - Merida

Ibero-American Capital of Gastronomic Culture 2016

Some of the organizations listed are civil, some regional and some governmental bodies while some are non-profit foundations. A common element of the listed bodies is that many of them were created and structured for the sole purpose of supporting the cultural events with scientific assistance or local participation. This is an important element showing that the management plan of the festival is carefully designed.

1. Espectáculo de Gladiadores – Gladiator Fights



Fig. 15- Gladiators shown fighting. Photo retrieved from Consorcio Ciudad Monumental de Merida website. Accessed April 03 2017. <http://www.consorcioamerida.org/emeritaludica/2015/mitreo>

The gladiator spectacles are organized by *Emeritae Lvdvs Gladiatorvm*. This authentic day devoted to Ancient Rome includes: Legionaries of LEG VII and LEG X competing with each other, training of the Gladiators, exhibited by the *Mvseo Historia Aeterna Gladiatvrae*, and preparation of charioteers and chariots. Local sponsors provide Roman food and drink.¹⁴ The Roman heritage is promoted through the cultural event as it takes place in the Roman amphitheater. This event was a spectacle in the Roman world and it represents Roman history and tradition.

2. “Aulularia” comedy



Fig. 16- Scene of the comedy *Aulularia*. Photo retrieved from Consorcio Ciudad Monumental de Merida website. Accessed March 26 2017. <http://www.consorciomerida.org/emeraludica/2015/diana>

The comedy of Titus Maccius Plautus¹⁵ “The Pot of Gold” is a comedy based on an ancient Roman story. The play is revolving around a pot of gold discovered by Euclio, his grandmother and young lovers who need the help of the parasitic character Estróbilo and is

¹⁴ “Mérida Emerita Lvdica Incluirá Un Espectáculo de Gladiadores y Cuádrigas En La Plaza de Toros.” Accessed April 26, 2017. <http://merida.es/emeraludica-incluire-un-espectaculo-de-gladiadores-y-cuadrigas-en-la-plaza-de-toros/>.

¹⁵ See Stump, 38. Titus Maccius Plautus was a Roman comic playwright of the Old Latin period (lived c. 254 – 184 BC).

presented with comic characters and situations. The cultural event takes place in the Roman temple of Diana.¹⁶

3. Roman Passarela: from classicism to romantic evocation



Fig. 17- “Roman fashion”. Photo retrieved from Consorcio Ciudad Monumental de Mérida website. Accessed March 28 2017. <http://www.consorciomerida.org/emeritaludica/2015/diana>

Twelve characters, local men and women who share a great interest in ancient culture, voluntarily offer a spectacular event to the audience by introducing Roman fashions in the temple of Diana, which also serves as promotion of the Roman heritage.¹⁷

¹⁶ “Consorcio Ciudad Monumental de Mérida | Actividades En El Templo de Diana.” Accessed March 26, 2017. <http://www.consorciomerida.org/emeritaludica/2015/diana>

¹⁷ “Consorcio Ciudad Monumental de Mérida | Pasarela romana Aires de Oriente.” Accessed March 28, 2017. <http://www.consorciomerida.org/emeritaludica/2015/diana>.

4. Funus: Celebration of a Roman funeral



Fig. 18- Reenactment of a Roman funeral. Photo retrieved from “Consortio Ciudad Monumental de Mérida” website. Accessed March 28 2017. <http://www.consorciomerida.org/emeritaludica/2015/mitreo>

The event recreates the rituals surrounding death in ancient Rome. Local actors follow the last moments of the life of an influential citizen and they reenact the ceremonies for placing the individual in the tomb. The event takes place in a Roman villa and its goal is to delve into the religious and magical thinking of past times.¹⁸

The proposed events selected from Augusta Emerita, as in the case of Augusta Praetoria Salassorum, are good examples of successful low budget events. Also, they are based on the participation of local people. The innovative and famous events at the sites attract thousands of tourists every year. The same events will be used in ancient Nicopolis since the site fulfills all the requirements to host big events.

The second part of this chapter examines the marketing of local Roman produce at festivals in Rome, Italy. In the interview with the founder of the *ArcheoRoma, the Art of Souvenir* I discovered that the institution is responsible for the production of replicas of

¹⁸ “Consortio Ciudad Monumental de Mérida | Funus: Celebración de un funeral romano.” Accessed March 28, 2017. <http://www.consorciomerida.org/emeritaludica/2015/mitreo>.

ancient Roman objects. From ancient military attire, genuine Italian marble street signs, domestic Roman pots to different sized statues of the ancient gods and philosophers, the institution supplies the home but also the international markets. Although its main market was the Italian one, its products are being exported to the rest of Europe as well as north America. These objects are the main products promoted by the local markets in festivals in Rome.

When it comes to the commercial "contemporary" products, the local Roman produce at festivals in Rome are responsible for providing the well-known Italian products such as numerous kinds of Italian pasta, alcohol (wine and Limoncello), cheese etc., for the sake of local and national promotion. These findings will be used for the organization of my proposed cultural events in terms of sustainability and inclusion of the local market.



Fig. 19- Replicas of ancient Roman objects. Photo by Georgios Lamprakoulis. 2017



Fig. 20- Genuine Italian marble signs. Photo by Georgios Lamprakoulis. 2017

The case of Augusta Emerita is a successful example of a sustainable Victory City that can be used as a prototype for the economic and cultural utilization of ancient Nicopolis. Augusta Praetoria Salassorum on the other hand, although not yet inscribed in UNESCO's World Heritage List, is a successful example of a Victory City offering cultural events suitable for Nicopolis, involving local participation at low cost. Overall, the selected cultural events organized in the archaeological sites of Augusta Praetoria Salassorum and Augusta Emerita are not only applicable, but also important for the revitalization of ancient Nicopolis. The events are innovative, have low or no costs and can give functionality to the site by using its resources in a self-sustainable way. Also, the events can motivate and engage the local communities living in the hinterland of Nicopolis. Finally, the example of the Roman markets

can be used as a prototype in *Nicopolis: Festival of Apollo* promoting local products or authentic ancient Greek objects such as helmets or statues or even name brands such as the “cream of Cleopatra” to attract the attention of the customers.

Chapter 2 - Possible Cultural Events for Nicopolis

After the analysis of the organization and applicability of the events taking place in Augusta Praetoria Salassorum and Augusta Emerita to ancient Nicopolis, the present chapter focuses on a series of cultural events proposed for Nicopolis and the need for participation of local people and local cultural associations. The events organized in ancient Nicopolis will have an impact on the sphere of employment, economic growth for the site's hinterland and sustainability as well as further academic research. The promotion of the site by the surrounding population will not only increase local interest but also their knowledge about the local heritage. Thus, participation serves as a successful advertisement for Nicopolis. Motivating local and national authorities to utilize the archaeological site culturally and economically is also important.

The municipality of Preveza in collaboration with the local people and local associations will organize and deliver cultural events for the sustainability and economic utilization of the underdeveloped areas around the archaeological site. The festival of the cultural events called *Nicopolis: Festival of Apollo* will be held on a yearly basis on the second of September, as it was the tradition in ancient Nicopolis, and will last one week. Local people will be involved as contributors and employees in these events. "Cultural heritage, if managed properly together with tourism, can become a key factor for development and become crucial for improving lives of present and future generations" (Pereira Roders & van Oers, 2011).



Fig. 21- Map of Greece displaying the Prefecture of Preveza. Designed by Georgios Lamprakoulis

Ancient Nikopolis is located in the western part of Greece in the region of Preveza and was founded in the vicinity of Actium, directly after the naval battle of Augustus against Antony and Cleopatra in 31 BC. Although Nicopolis is a monument of huge historic significance worldwide as it marks the start of the Roman Empire, unlike the other two Victory Cities, there are no events taking place in the site.

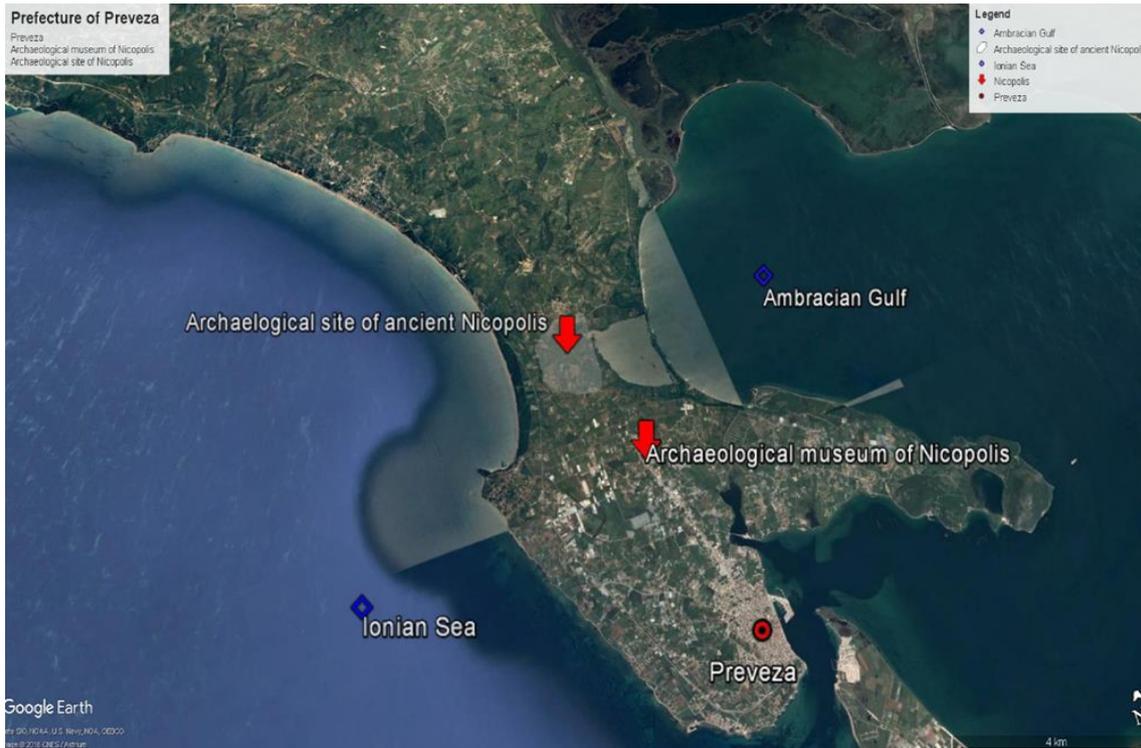


Fig. 22- Map indicating the archaeological site of ancient Nicopolis. Designed by Georgios Lamprakoulis

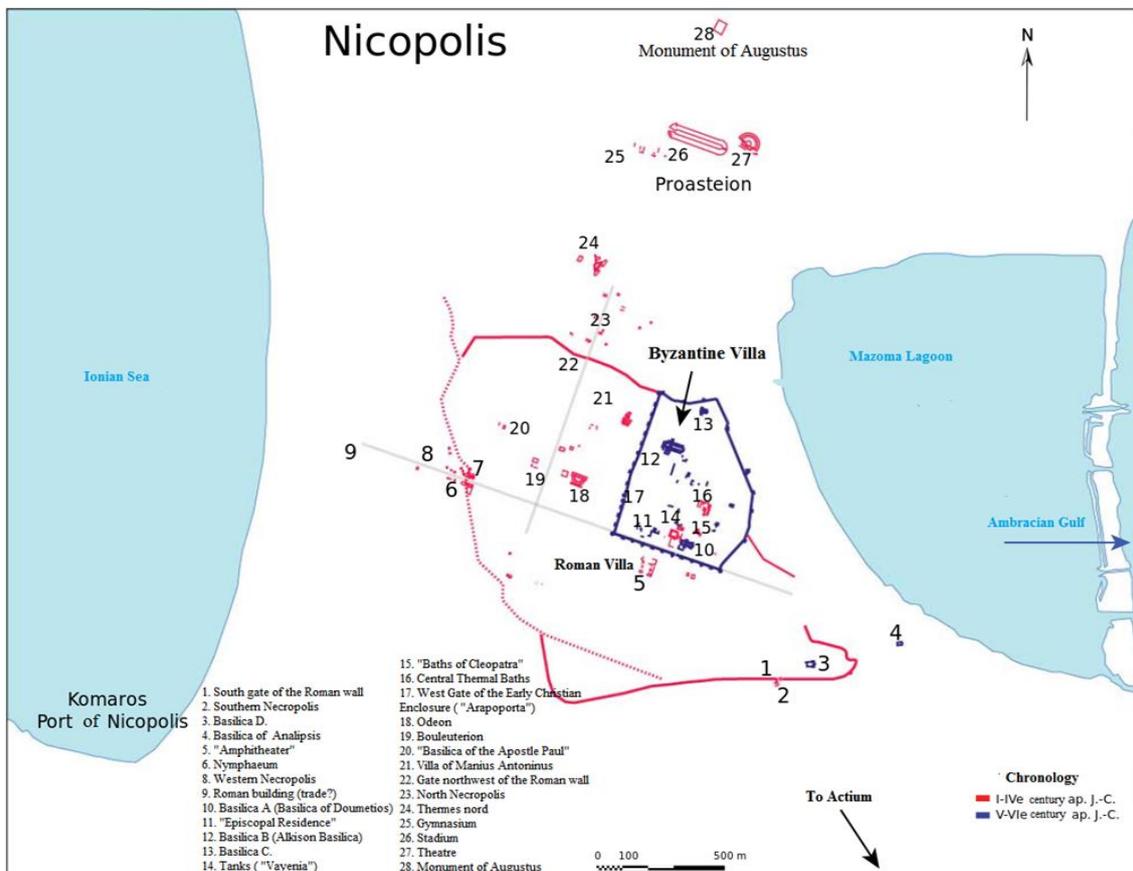


Fig. 23- Map of the Archaeological site of Nicopolis. Accessed March 22 2017.
https://commons.wikimedia.org/wiki/File:Overall_plan_Nicopolis-fr.svg

Despite some initiatives by foreign organizations, the monument has been abandoned to its fate by the Greek state. A local radio station in Munich organized in 2016 a trip involving sports and culture at significant archaeological sites in Greece. 350 German cyclists arrived at the port of Preveza on a cruise ship called “the Berlin” in September, and despite the rain, they visited ancient Nikopolis.¹⁹

One of the goals of this chapter is to promote the site through the creation of a series of cultural events in order to attract tourists for the economic sustainability of the nearby areas. More specifically, several cultural events are proposed, applicable for the site of ancient Nicopolis in particular. The municipality of Preveza, the archaeological service of Preveza, local people and cultural associations will be responsible for the organization of *Nicopolis: Festival of Apollo*.

The participation of local people and cultural associations is important for several reasons. First, it is important for the proper organization of lectures, gatherings, excursions, and generally for cultural and recreational events. Second, the role of the associations is essential for the improvement of the economic situation and the living standards of the residents. Third, the participation of the local people is significant for the protection, promotion and preservation of the cultural heritage. Finally, participation is important for the development of the cultural and educational spheres and enhancement of the process of cooperation between groups interested in economic and cultural development of the region.

The creation of a network of cultural associations for the organization of the cultural events is analyzed in the next chapter. Also, a detailed plan for the realization/organization of the festival with the participation or support of existing local associations of the Preveza region is provided below:

¹⁹ “Protothema | Φωτογραφίες: 350 Γερμανοί Ποδηλάτες Έφτασαν Με Κρουαζιερόπλοιο Στην Πρέβεζα.” Accessed April 13, 2017. <http://www.protothema.gr/greece/article/618932/fotografies-350-germanoi-podilates-eftasan-me-krouazieroploio-stin-preveza/>.

- The Municipality and Prefecture of Preveza, the Department of Social Policy of the Municipality of Preveza along with the Municipal Radio of Preveza will be responsible for the promotion of the festival and raising funds from donors. There is also need for promotion on online bilingual tourist websites. The first year of function, the festival will not request funding from sponsors as the event will be non-profitable and will not use any promotional brochures or billboards on commercial products.

- Carnival Komitat of Preveza. The Komitat will be responsible for the organization of the “Roman Carnival.” Young people from Preveza and the surrounding areas will participate in different groups (Roman generals, Roman women, Antony and Cleopatra etc.) and will parade in front of the Byzantine walls of the city. The parade will lead to the Odeum of Nicopolis where the groups will perform a *passarela* show for the audience. In this case, the *passarela* show will be a presentation of the ancient Roman fashion.

- The Municipal Port Authority and the Maritime museum of Preveza will be responsible for the re-enactment of the naval battle of Actium. They will provide information about the history of the naval battle of Actium and they will be responsible for the safeguarding of the area that the event will take place. Finally five wooden ships will be borrowed and used in the reenactment (The Municipal Port Authority can come to an agreement with owners of boats for volunteering participation).

- The Martial arts school "FIGHT CLUB OF PREVEZA” and the Athletic Gymnastic Association "Cleopatra" will be responsible for the organization of the Gladiator Fights event.

- The Chamber of Commerce of Preveza along with the shops selling local and traditional products will be responsible for the organization of the markets event for the promotion of local products, quality craft goods and will provide demonstrations and explanations of the local traditions and products. These markets are important for two

reasons. First, the markets and the sale of local products result to the economic sustainability of the local economy and second they are enhancing the promotion of the traditions and products of the hinterland. Since the markets proved to be a success in the other two Victory Cities, they will be implemented in the case of Nicopolis.

- The Philosophical Association of Preveza in coordination with the Culturepolis Cultural Antenna of Preveza will provide cultural and educational services. The Cultural Association of Preveza and the "ART GARDEN" cultural club of Preveza will be responsible for the organization of two events. The first will include international philosophical and historical conferences and the second, various seminars for adults regarding economic and cultural sustainability. The events will take place in the archaeological museum of Nicopolis that is already hosting similar events.

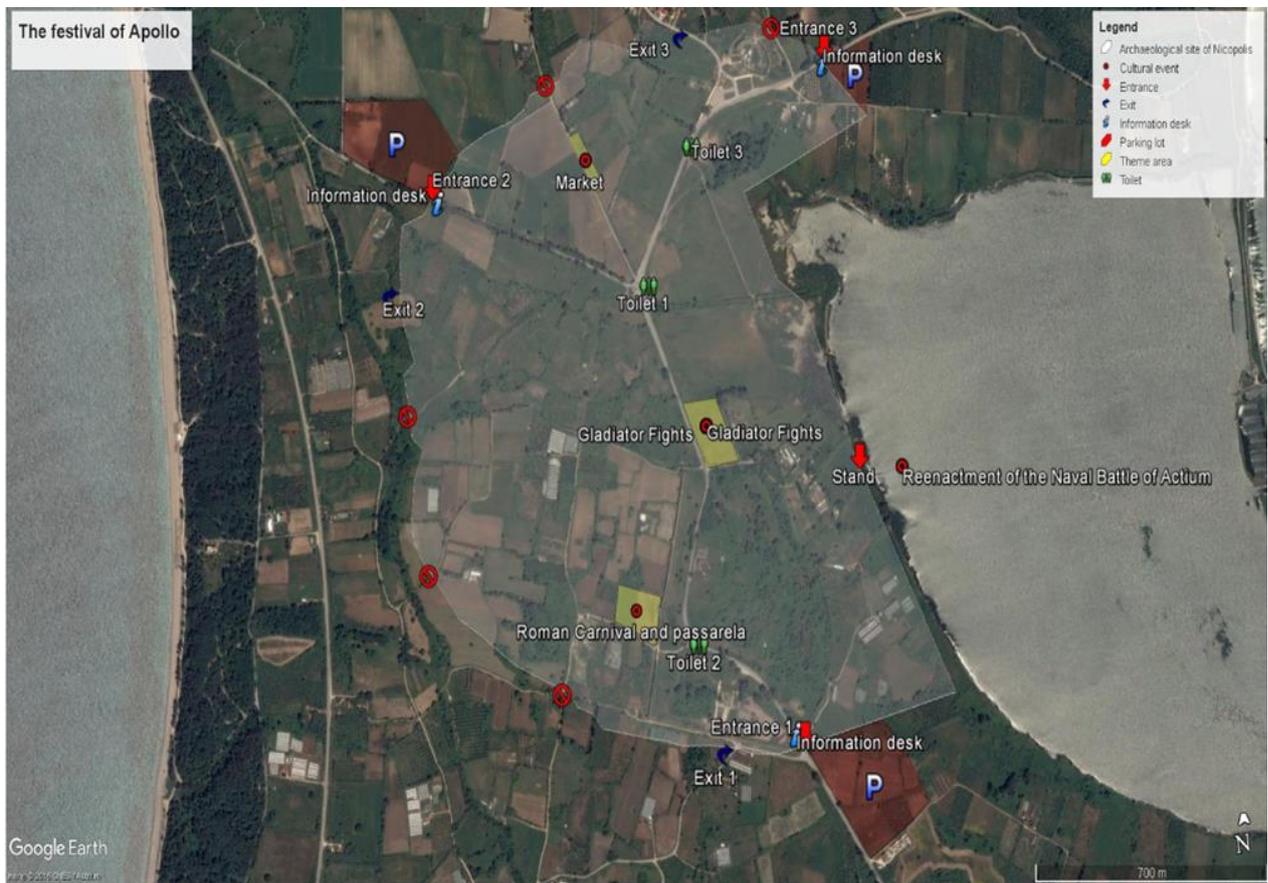
- The archaeological museum of Nicopolis and the Ephorate of Antiquities of Preveza in coordination with private and state schools will be responsible for the educational programs at the archaeological sites.

- The following organizations will be responsible for the theatrical and musical performances in Octavian's theatre: the theatrical workshop of Preveza, the dance Department of the Municipality of Preveza, the "Dance Club of Preveza", the Dance school "CHOROCHOROS EXPRESSION", the dance workshop college of Preveza, the Municipal Conservatory "Spyros Dimas", the Conservatory "POLYRYTHMIA", the Cultural Artistic Society for Traditional Music of Preveza and the choir of Preveza "Sound-Colors".

- The Runners Club of Preveza along with the Volunteer Network of the Municipality of Preveza will be responsible for the organization of the half-Marathon event.

The events/activities will be held in carefully chosen areas within the archaeological site and the Ambracian gulf. Their accessibility must be coordinated with the archaeological service. The on-going excavations, safe zones, available parking lots, access to the

monuments (entrance-exit) were taken in consideration. A map with the selected areas for the cultural events is provided below.



The festival of Apollo

Archaeological site of Nicopolis

Fig. 24- Location of proposed cultural events. Designed by Georgios Lamprakoulis

Cultural Events

Initial events:

- A half-Marathon route passing by the most important monuments in the area with starting point in the town of Preveza and ending point at the archaeological site of Nicopolis.
- Different adult-education seminars will take place in the museum. Some of the seminars might include: Dialogue-lectures on Roman art and culture, general lectures on the

daily life of the citizens of ancient Nicopolis with a focus on birth, marriage, death, war, history of the city, magic, bathhouse life, cuisine etc.

- International philosophical and historical conferences aimed at discovering the complete history of the site and highlighting the heritage of traditional lifeways of populations around the site.

- Reenactment of the Naval Battle of Actium.
- Roman Carnival and *passarela*.
- Demonstration and sale of local, quality craft goods. During the high season the locals can provide explanations to tourists about the local traditions and specialties, whereas during low seasons the market can function for local school groups. The markets will not advertise any company products and only the sale of local goods (homemade delicacies, alcoholic and nonalcoholic beverages, handmade products such as jewelry, paintings and other craft goods) will be allowed.

- Theatrical and musical performances will be held in Octavian's theater and Odeum of Ancient Nikopolis. Theatrical plays from famous writers such as Pliny and Seneca will be performed. Moreover, rituals from the everyday life of the Romans will be presented such as "preparation of a young Roman woman before marriage".

- Weekly Gladiator Fights will be organized depending on the boat tours or organized tours in general.

Events after establishing a stable tourist presence:

- Actia Competitions, including athletic, poetic, musical and racing competitions.

- Seasonal spaces will be created where tourists may taste ancient recipes and try archaic style clothes. They will be able to participate along with the actors in various depictions or to simply walk to the ancient town reliving some antique moments.

- Educational programs will be organized at the archaeological sites: Students can participate in excavations, get acquainted with the ancient theater and drama through theater performances. Tours in the archaeological space will be provided where they will learn about the history of the town and its technological advances. Moreover, they will participate in pottery, glass and leather production of artifacts.

- Local market fairs selling vetted crafts from the Preveza region will have stands on the festival. The event will take place during the festival but after forming a stable tourist presence, the event can be organized for the people living in the surrounding areas during the Christmas holidays. There is already a tradition of Christmas markets in Greece with traditional Christmas sweets and craft specialties in the region such as model wooden ships. On Christmas in the Preveza region the locals decorate wooden ships with ornaments rather than trees. This tradition can be traced back to the seventeenth century, as Preveza was an important port used by the Venetians who were the colonists of the area at that time.

- Narration of Greek and Italian poems will be organized, followed or accompanied by ancient music.

- Open theater workshops will also be organized.

In the beginning, the actors, philosophers, writers, craftspeople and scientists of every kind will have to participate on a voluntary basis in these cultural activities. This means that the project will rely on locals, students or well-established and retired individuals.

- Sheep pens around the site will be used to keep old breeds of sheep and goats to produce some of those local products – children can see the process from animal to table/weaving.



Fig. 25- Odeum of ancient Nicopolis. Photo retrieved from "Το Ωδείο." Accessed April 29, 2017. <http://ancienttheater.culture.gr/el/i-ekselixi-tou-theatrikou-oikodomimatos/item/8-to-wdeio>.



Fig. 26 - Stadium of ancient Nicopolis. Photo retrieved from the official webpage of "DIAZOMA. Accessed April 29, 2017. http://www.diazoma.gr/gr/Page_04-01_AT-056.asp

On the pictures above are displayed some of the sites that will be used for the proposed cultural events. These sites are in good condition and can be used to host events like the other Victory Cities. The Odeum in the previous year was used for musical performances. As for the stadium, it is visible that it has the capacity to host many events at the same time. The Odeum will be used as a scene for the Roman carnival and *passarela* and for the theatrical and musical performances. The stadium will be used for the markets and the Gladiator Fights event.

It is important for the project's strategy to define the target audience of the cultural events. The events are aimed at families, children and schools as the festival will offer educational programs to acquire interesting information on issues related to the ancient art, archaeology and history to better understand the site's exhibits. Tourists (foreign and Greek) are one of the most important target audiences, an audience that can bring income to support development of the local economy. Senior citizens and young people are also part of the target audiences. Finally, academics, NGO's and culture associations – organizations are also among the most important target audiences as they are the ones who can offer resources for research, cooperation and promotion of the site.

The proposed cultural events will promote Nicopolis and as a result the authorities will be motivated to produce a good management plan for the transformation of the site into an archaeological park. Through the festival, the re-utilization of Ancient Nicopolis will assist the long term cultural and economic benefits to people living nearby and will give an impetus to the economic development of the regions in the hinterland of the archaeological site itself. Finally, the regions will benefit financially from tourism through private stakeholders interested in investing in the area with construction work such as hotels, restaurants, new roads, transportation links and by sponsoring the events. To accomplish all of the above, the participation of the local people and cultural associations is vital and the

next chapter will provide more information on the creation of a network of cultural associations.

The previous chapters included a detailed analysis of the sites. As it was mentioned in the descriptive analysis of Augusta Emerita, the city and its Roman festival is attracting thousands of tourists annually. The reason for this is the well-organized management plan for tourism, something that does not exist yet in the case of ancient Nicopolis. This is not the only difference between the sites. For that reason, to better understand any similarities and differences among the Victory Cities I created a table which is offering information on specific data provided below:

Data	Augusta Emerita (Mérida)	Augusta Praetoria Salassorum (Aosta)	Ancient Nicopolis (Preveza)
UNESCO Site	YES	NO	NO
Size of the archaeological site (in hectares)	31	N/A	900
Roman festivals currently taking place	YES	YES	NO
Sponsors funding the festivals	YES	YES	Non-applicable
Local Participation	YES	YES	Non-applicable
Entrance fee	YES	YES	Non-applicable
Transport facilities to the sites	YES	YES	NO
Number of tourists to the towns (annually)	500,000	112,519 (2016)	Non-applicable
Size of local town population	60,119	34,361	19,042
Size of provincial population	1,088 Millions	126,883	57,491

Data on flights into and out of the area (passengers)	Badajoz Airport 32,963 (2016)	Aosta Valley Airport 90 (2015)	Aktion Airport 472.870 (2016)
Access to & from the airports	Public Bus Shuttle bus Taxi	Public Bus Shuttle bus Taxi	Shuttle bus Taxi

It is useful to present any similarities and differences to compare the Victory Cities in order to determine the positive and negative aspects of the three ancient Roman cities. The comparison between the cities is essential to estimate the needs of ancient Nicopolis to overcome any limitations so in the future the site can attract tourists for the economic development of the Preveza region. It is a tool that is offering information on several data and it can be used to understand why the Preveza region is underdeveloped in terms of economy. Moreover, the data can be interpreted to realize why tourists that visit the region do not visit the monument. These data can be analyzed by the local and national authorities to create a management plan in order to transform the site of Nicopolis to the leading investment of the Preveza region.

The table is displaying several data. It is offering information on the size of the population of the cities, to data showing the number of passengers to the local or closest airports to the cities. The table is indicating just some of the most important data since many of them were not available as the resources and material were limited and in many cases not present. As it is visible from the table, the city of Mérida is attracting approximately 500,000 tourists annually, while Aosta is attracting 112,519. The reason behind the high number of tourists visiting these cities is lying in the successful events organized there. On the other side, data on tourists for the city of Preveza are not available. This is indicating that there is lack of management plans for tourism by the local authorities of Preveza. Moreover, from the

data is deriving that transport facilities to the sites exist only in Mérida and Aosta. In Preveza, the only transport link for the tourists to visit ancient Nicopolis and its museum is to use a taxi.

The most important interpretation by the analysis of the data and at the same time the most divergent, is that passengers into and out of the area in the closest airport to the town of Preveza (four kilometers), were 472.870 in 2016. It is a large amount of tourists were only a small percentage of them are visiting the Preveza region²⁰. Tourists choose to visit neighbor cities to enjoy the sun and sea than to visit the monuments of Preveza. What can be concluded from the data presented above is that the Preveza region is not well promoting the site of Nicopolis and in general the heritage of the region. Furthermore, the lack of transport facilities to the sites is another limitation. The Preveza region has the opportunity to acquire thousands of tourists annually for two reasons. First, because of the famous nearby destinations (Leukada, Parga) located very close to the region. Secondly, the Aktion airport which is situated just four kilometers away from the city of Preveza makes the transportation of tourists to the city of Preveza easier.

²⁰ This information was not available online and I had to acquire general information from a local travel agency.

Chapter 3 – Archaeological sites as festival scenes in Greece

This chapter consists of three parts. The first part identifies the objectives for a strategic plan for initiating cultural tourism in ancient Nicopolis through the organization of *Nicopolis: Festival of Apollo*. It also focuses on the necessary bureaucratic work and legal parameters in Greece to obtain a license for the realization of the festival. The whole planning process needed for the organization of the festival with local participation of the cultural associations and community is examined. The second part is analyzing the need for funds for the realization of the festival and the third part presents a Roadmap for the successful implementation of the festival.

Cultural tourism plays a vital role in the connection of local and national economies. This inter-connection is even more important for countries like Greece that face severe financial difficulties. According to the World Data Atlas, tourism in Greece contributes with 18.5% to the GDP of the country²¹. Before presenting the cultural objectives of the strategic plan for cultural tourism in ancient Nicopolis, the theoretical background of the concept has to be discussed.

Although there are a number of proposed definitions on the concept of cultural tourism, there has not been a generally accepted one (Richards 1996, Gali-Espelt 2012). One of the most widely circulated definitions came from the World Tourism Organization which defines cultural tourism as a "*movement of people predominantly for cultural purposes*" such as educational tours, visits to festivals and other cultural events (WTO 1985). Since this definition is too broad, this study will use the definition provided by the International Council

²¹ See "World Data Atlas | Greece Travel & Tourism Total Contribution to GDP Total Contribution to GDP - % Share, 1995-2016 - Knoema.Com." Accessed April 12, 2017. <https://knoema.com//atlas/Greece/topics/Tourism/Travel-and-Tourism-Total-Contribution-to-GDP/Total-Contribution-to-GDP-percent-share>.

on Monuments and Sites. This definition is applicable to the case of Nicopolis and is most suitable for the proposed project. It describes cultural tourism as:

“that activity which enables people to experience the different ways of life of other people, thereby gaining at first hand an understanding of their customs, traditions, the physical environment, the intellectual ideas and those places of architectural, historic, archaeological or other cultural significance which remain from earlier times” (Csapo 2012).

The concept is connected to cultural resources and includes built-up of archaeological sites such as Nicopolis. Citizens of the modern day society living close to tourist destinations can participate directly and actively in festivals and other cultural events. In the case of ancient Nicopolis, cultural tourism should be an essential part in the economic sustainability of the region surrounding the monument and also in the development of the local economy of the nearby city of Preveza. Cultural tourism in this case is seen as part of an organized network of tourist services providing more economic opportunities for the local community in Preveza through the adoption of other types of tourism beyond city tourism such as tourism for education purposes, religious purposes and ecotourism.

Some of the advantages of cultural tourism that can be linked to ancient Nicopolis and the proposed festival are as follows (Spilanēs 2000, Tsartas 2003):

- Cultural tourism can highlight, protect and utilize the cultural resources and the general characteristics (religious, athletic, educational, historical and environmental) of the region of Preveza. These aspects are strong assets in the area as they offer more tourist attractions and with that, increased choices for visitors.
- The festival will take place in the beginning of September and is planned to be independent from the tourist season of Preveza which lasts until late August. One of the long term goals of the festival is to extend the tourist season.
- The emergence of new destinations in less developed areas has an appeal to tourists seeking new experiences. Ancient Nicopolis is just one of many significant

monuments comprising the heritage of the region. The promotion of the festival will have a positive impact on the other significant, historic destinations located in the Preveza region, such as ancient Cassope, the monument of Zalongo, the Venetian clock tower and castles as well as the numerous old churches and monasteries.

- Such festivals, especially in arts tourism, attract tourists with higher incomes and education levels who usually extend their stay in a particular place and participate in further activities (Smith 2015). Nowadays, the majority of tourists visiting the Preveza region come from the Balkan countries and are mostly interested in seaside attractions.

- The organization of the festival creates new employment prospects for qualified personnel.

The economic efficiency of heritage monuments is associated with the development of tourism, especially cultural tourism which has enjoyed an increasingly good reputation in the recent years (Navrund and Ready 2002, Mazzanti 2003). This development is related to the demand for new tourism products that offer quality and new experiences for tourists with higher expectations.



Fig. 27- Port of Preveza. Photo retrieved from Facebook. "Hsm Studio Photography." Accessed April 26, 2017. <https://www.facebook.com/HsmStudioPhotography/?pnref=story.unseen-section>



Fig. 28- Ancient Cassope. Photo retrieved from Facebook. "Φίλοι Στους Οποίους Αρέσει η Σελίδα Πρεβεζα." Accessed April 26, 2017. <https://www.facebook.com/groups/167854606996179/>



*Fig. 29- Venetian clock tower in the historical center of Preveza. Photo retrieved from "Trip Organizer."
Accessed April 26, 2017. <https://www.triptogreece.info/>*



Fig. 30- Castle of Bouka. Photo retrieved from Facebook. “Φίλοι Στους Οποίους Αρέσει η Σελίδα Πρεβεζα.” Accessed April 26, 2017. <https://www.facebook.com/groups/167854606996179/>



Fig. 31- Castle of St Andrew. Photo retrieved from Facebook. “Φίλοι Στους Οποίους Αρέσει η Σελίδα Πρεβεζα.” Accessed April 26, 2017. <https://www.facebook.com/groups/167854606996179/>



Fig. 32- The Castle of Pantocrator. Photo retrieved from Facebook. “Φίλοι Στους Οποίους Αρέσει η Σελίδα Πρεβεζα.” Accessed April 26, 2017. <https://www.facebook.com/groups/167854606996179/>



Fig. 33- Saint Constantine Orthodox Church. Photo retrieved from “Orthodox world.” Accessed April 26, 2017. http://orthodox-world.org/world_index.php?country=Greece&state=Preveza&city=Preveza&type=Church

3.1 Current Situation of Nicopolis – Identification of the strategic objectives

The presence of an important large number of cultural resources in the region of Preveza requires a strategic plan for ancient Nicopolis and *Nicopolis: Festival of Apollo*. This strategic plan will serve to motivate the local and national authorities to revitalize the rich cultural tourist resources in the Preveza region. Access to archaeological sites, monuments and museums are vital factors of the cultural products and therefore it is necessary to be a part of a strategic plan. Only a few archaeological sites are well organized and open to the public. Most of them, including ancient Nicopolis, are left to their fate and accessing them has proved to be very challenging.

Most of the museums in the region can fulfill their potential only partially as they face many difficulties (lack of visitor services, lack of exhibition spaces and informational materials). The consequence is low attendance of visitors. Although the Greek state has spent a great amount of funds on the new museum of Nicopolis, many of the artifacts are kept in storage rooms while the museum is often closed or has reduced working hours. These complications highlight the depth of problems that impact the efficient running of these cultural resources. The strategic plan is intended to address these inefficiencies at a local level through proposals that are based on comparisons with similar cultural enterprises.

The identification of the strategic objectives is a key component of the strategic plan. The general objectives of the plan include:

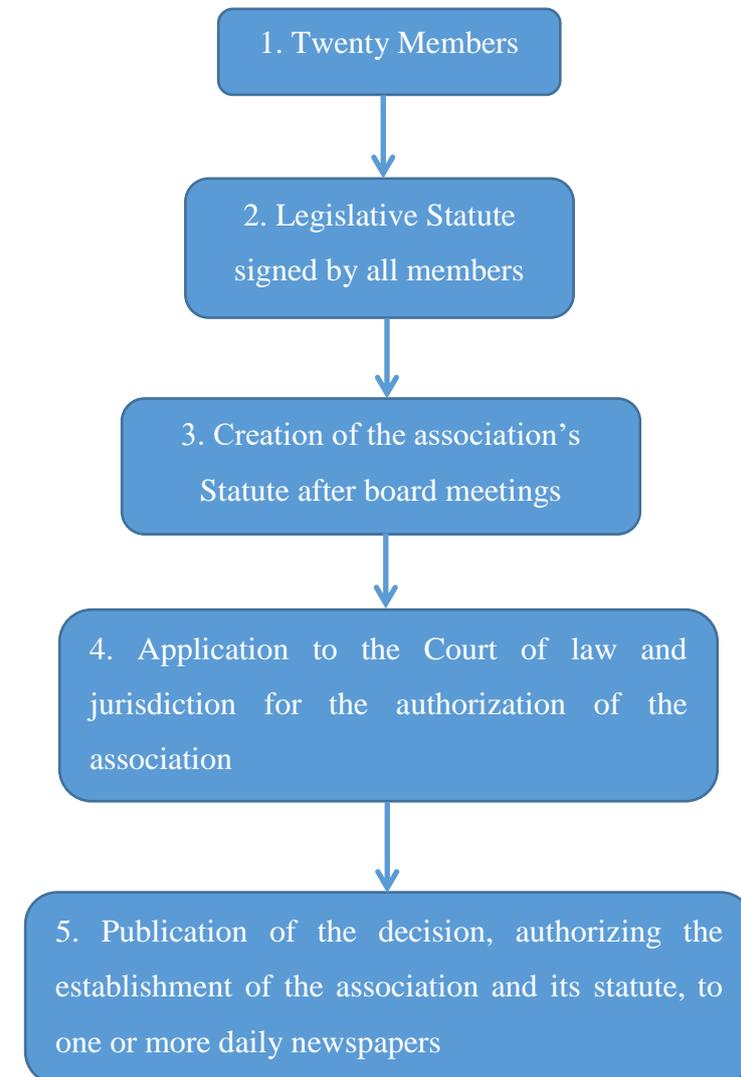
- Promotion of the Preveza region not only as a seaside, but also as a cultural attraction. The Regional office and Municipality will promote the ancient heritage of the region at a national level with advertisements on the Hellenic Broadcasting Corporation and websites in Greek and foreign languages.
- Involvement of the local population in cultural activities.

- The creation of an *Identity of Destination* for the entire region that will improve its image as an attractive venue in the competitive tourist market. The key solution to this is the establishment of a Destination Marketing Organization²². Regrettably, the Preveza region, is not placing ancient Nicopolis at the heart of the main *Identity of Destination*, instead, it promotes local tavernas and cafes as the main cultural products of the region. In addition, local products such as tomatoes and the well-known Caviar of the Amvrakikos Gulf "Avgotaraho" are promoted in the official advertisements of the municipality. The advantages and positive aspects that the region will acquire with the organization of the festival will persuade the local authorities to reconsider the *Identity of Destination* and place Nicopolis as the main identity marker.

The proposal for the strategic plan for cultural tourism in ancient Nicopolis includes the creation of a network of local cultural associations that will be involved in the organization, financing and running of *Nicopolis: Festival of Apollo*. This includes active participation of local associations in the festival either individually or as teams. The following flow chart shows the steps needed for the establishment of a network of cultural associations:

²² See UNWTO, 234. Destination marketing is a strategy for the increase and sustainability of tourism destinations in a competitive tourism market.

Establishment of Cultural associations



The flow chart was created based on Law N.4055 / 2012.

Explanation of the five main requirements of the chart follows below:

1. For the creation of a cultural association the participation of twenty adult members is required. The members will be selected according to their experience and academic background. The first step is the announcement of a call for applications for interested participants that will be published in local newspapers and internet websites. The selection will be finalized according to the applicant's availability and interests.

2. These twenty members assemble to draft and sign the Statute and founding act of the association.

3. The board books or Statute of the association is created after a meeting of the temporary administration of at least five people.

4. The Statute, the Founding Act and the list of members of the temporary administration are sent to the competent court of law and jurisdiction.

5. Finally, the administration of the association has to publish the decision authorizing the establishment and Statute of the association in one or more daily newspapers.

With the creation of the network responsible for the organization of the festival, Preveza will acquire an *Identity of Destination* which will announce the start of a new development period for the region. Also, the network of cultural associations can be perceived as an economic and cultural tool since Nicopolis, if utilized properly, can attract a large number of tourists and become one of the good examples of Victory Cities.

Situated on a large surface, Nicopolis can provide much more space than the other two Victory cities combined. This, along with the common history that the cities share, will attract stakeholders who can invest at a much lower price and still contribute to the economic growth of the area. In addition, the proposed strategic plan will motivate the Greek authorities to get more involved with the management and action plans for the future utilization of Nicopolis and other ancient monuments of similar significance that have not been exploited yet. The Greek authorities will examine the possibility of further management or action plans mainly for two reasons. First, there is need for tourists, as tourism is the sector that offers the most towards the Greek GDP, and second for the enhancement of the quality of life of the local population. Ancient Nicopolis and *Nicopolis: Festival of Apollo* will be the most important investment which will determine the cultural and economic future of the region.

The monuments, and in general the cultural heritage, are one of the necessary factors to attract tourism. The promotion of ancient Nicopolis through the festival will give economic impetus to the underdeveloped area of Preveza and a competitive advantage of the region in the national tourist market. Furthermore, in the future, the network of associations can be used for cooperation and exchange of experience and information with other similar networks in Greece to facilitate co-productions, common research and information on funding sources. Such networks already exist in Greece with one of many examples being the “ΝΗΣΩΝ ΠΕΡΙΠΛΟΥΣ” (Island Periplus). The Dodecanese²³ and the island of Crete have signed a cooperation protocol for the promotion and advertisement of the cultural products of the island regions participating in the Island Periplus Network. This means enhancement of cooperation and mutual support among its members through joint actions (*nisonperiplous*). Finally, cooperation between networks of local cultural associations will serve to promote Nicopolis, enhance its visibility and generally enliven networking interactions.

Bureaucratic work and legal situation

The Law 1189/B/10-4-2012, published in the Government Gazette of the Hellenic Republic, provides the legal requirements for Greek citizens who want to obtain a license for the organization of festivals or other cultural events. The law includes the specific terms and conditions for the temporary usage of archaeological sites for the realization of cultural events based on a decision made by the Ministry of Culture and Sports. Moreover, the Law includes a list with a number of sites and monuments eligible for usage. Ancient Nicopolis is one of the sites already listed in the approved archaeological sites for the realization of cultural events.

²³ The Dodecanese is a group of Greek islands in the southeastern Aegean Sea.

The law states that the archaeological sites in the attached list:

“...can be granted for cultural or other events compatible with its status as monument such as concerts, theater and dance shows, cultural events, exhibitions, literary events, lectures, conferences, social events, etc. These events must be distinguished for their quality, aesthetics and artistic value”
(The Hellenic Republic 2012).

The acts of the Law will be analyzed according to the requirements for the organization of the festival in ancient Nicopolis. Thirteen terms and requirements are inscribed in the Law for the usage of the archaeological sites and are listed in groups below (The Hellenic Republic 2012):

- Acts one (1) and eight (8) ensure that the assessment for the preparation of the events and the chosen area for the entrance and parking of vehicles or machinery is carried out in coordination with the Ephorate of Antiquities by default.

Directors of the local cultural associations along with the archaeological office of Preveza will be responsible for the necessary preparations indicated in Acts one and eight (listed above) required for the realization of the festival. The directors will be selected based on their experience (academic – work) and expertise in similar projects. Their responsibilities include the communication with the responsible office of the Ministry of Culture and Ministry of Economy and identification of the markets belonging under the administrative umbrella of the Ministry of Culture. These markets will be used during the festival for the promotion of local, quality craft goods. Furthermore, the Ephorate of Antiquities in the Preveza region, the archaeological office of Preveza and local cultural associations will frame the route for the movement of vehicles inside and outside the site.

- Acts two (2), three (3), four (4), five (5) and thirteen (13) state that the festival premises must be non-intrusive and flexible to prevent any direct or indirect damage to the monument itself. In addition, any intervention into sections, parts of the monuments and numerical indications are forbidden. The movement of scattered stones or other elements

from the monument or its surroundings is also prohibited. The lighting and sound fixation devices or other objects in direct contact with parts or fragments of the monument are not allowed.

The local cultural associations will request technical assistance from the Municipality of Preveza to support the proper setting of the festival premises on the site and to control the volume of the loudspeakers to avoid damage to the monuments from vibration.

The local municipality has an obligation to its citizens to offer assistance for the realization of the project. It is legitimate for a society with structural organization to require its mandated and competent bodies to provide the financial and scientific assistance so that the cultural associations can find modes of expression. Another reason is that the associations must promote, support and above all, protect the production of the cultural goods of its members to be inherited by future generations. Furthermore, the associations should not only have the support of the State to protect the cultural environment but also the obligation to control every effort and form of its alteration by institutional or extra-institutional interventions.

Volunteers from the associations, guards and scientific staff working for the Ministry of Culture and Sports will be responsible for safeguarding the area and assist in the preparation of the festival premises. Donors will pay for any extra work

- Acts six (6), seven (7) and twelve (12) provide warranty that the organizers hold special permission to use flammable materials (torches, bonfires –fireworks). All the required security measures must protect both the monument and the participants during the events.

The directors of the local cultural associations will coordinate with the archaeological office of Preveza, the Ephorate of Antiquities, the Municipality of Preveza, the Fire Department of the region and the police department for safety procedures within the site.

Guards working for the Ministry of Culture and Sports and volunteers from the local cultural associations will be placed at the three entrances of the festival and will be responsible to ensure that the visitors will not carry any flammable or dangerous materials. Safe zones will be created in coordination with the Ephorate of Antiquities. Guards working for the Ministry of Culture and Sports and volunteers of the associations will assist in the safe realization of the festival.

- Acts nine (9) and ten (10) state that the organizers should take special care for the cleanliness and orderliness of the monument. Also, the organizers must return the site to its former state by the next day, following the event.

Volunteers and members of the local associations will be responsible for maintaining the cleanliness of the site.

- Act eleven (11) is not applicable for the festival. The act prohibits the distribution of promotional brochures or billboards of commercial products. The festival, as a nonprofit event will not advertise any commercial products.

Licensing

The analysis of the acts of the Law and the responsibilities of the local Preveza cultural associations is the first step for the usage of the archaeological sites. The second step which is explained bellow is the description of the bureaucratic work needed to acquire license for the organization of festivals in Greece. To attain authorization for the use of archaeological sites for cultural events or festivals, the interested individuals or organizations must submit an application to the responsible Ephorate of Antiquities in the region at least one month before the start of the event. The application must contain full documentation of the request such as type and purpose of the event, number of expected guests, the program, the participating organizations or communities and use of technical equipment. Moreover, a written commitment must be signed agreeing that the conditions of the decision will be

fulfilled. At that point, if the requirements are met, the Ephorate of Antiquities of Preveza must forward the request within five working days to the responsible department of the Ministry of Culture and Sports. Afterwards, the ministry should refer the request for a Statutory decision to the Central Archaeological Council in seven working days. The decision will come out after two or three working days (The Hellenic Republic 2012).

The terms and requirements of the Law for the usage of sites and monuments presented above, can be fulfilled and processed only after the creation of the proposed network of cultural associations dealing with the realization of the festival. I will be responsible for creating the Preveza cultural association network, acting either individually or if possible within the creation of the NGO “Nicopolis: Victory City”. At least three months before the application, the cultural associations will announce a specific plan by which members and volunteers will be chosen for processing and undertaking all the necessary steps to abide the above acts of the Law.

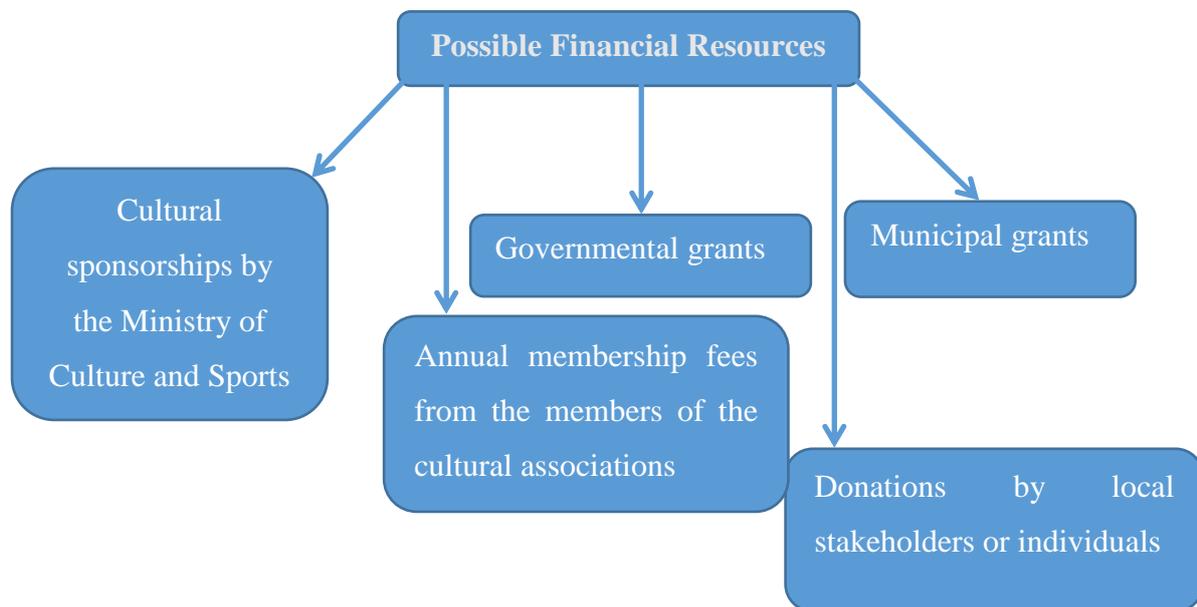
There will be no entrance fee for visitors in the first year of the festival. People will be expected to provide their feedback, impressions and suggestions regarding the future organization of the festival. According to the Law 2199/12–9–2005, act eight, for the realization of cultural events or festivals in archaeological sites there is a required fee of 3,000 euros per day and for every event an additional fee of 300 euros. Fortunately, according to the same Law, in act two, paragraph two, the fees can be waived for non-profit events if entry is free or when the total income is given to charity (The Hellenic Republic 2011). If the festival proves to be a success, in the next years it will be organized as a for-profit event that will rely on income brought by entrance fees and sponsorship.

3.2 Need for funds and sets of proposals

This subchapter focuses on the funding required for the realization of the festival. Several sets of proposals are suggested to resolve the necessary finances to organize the

project. The proposals and the practical organization of *Nicopolis: Festival of Apollo* arranged by the network of local cultural associations are feasible. On the other hand, participation of local cultural associations and collection of funds coming only from local donors is challenging. The need for funds to organize cultural events, especially in a country suffering from economic crisis is even more problematic.

For this reason, several sets of proposals for the collection of different financial resources are listed in the flow chart below:



For the purposes of the project, I will seek alternative funding, like foreign associations which would be interested in the cultural products that the region of Preveza can offer or cruising companies who can put the Preveza port in their program during the festival.

The above financial resources will be used if the organization of the festival is in need of supplementary funding. The financial means required for the realization of the project will be gathered through a crowdfunding²⁴ campaign organized by DIAZOMA. This organization will contact the local and national authorities (such as the Municipality and Prefecture of the region of Preveza and the Ministry of Culture and Sports) to announce the initiation of the

²⁴ See Barnett, 2015. *Crowdfunding is the act of funding a project by raising small contributions from a large number of people.*

fundraising campaign for the needs of the festival. At the second stage, DIAZOMA will advertise and promote the campaign in the Hellenic Broadcasting Corporation and will apply for European and national funding. If over time the festival proves to be a success, an NGO “Nicopolis: Victory City” will be established. The NGO will be responsible for organizing crowdfunding campaigns for the collection of financial sources.

In the era of the sustained Greek economic crisis, the best ways of creating, organizing and managing a festival lie in creativity, innovation, and volunteering for the good planning and promotion of the cultural products in a given region. Finally, the locals must recognize the importance of Nicopolis and support the project. Its success will contribute to improvements in the local economy in the underdeveloped area of Preveza, attracting tourists and local stakeholders.

3.3 Roadmap to Success

A roadmap is an instrument assisting in the implementation of projects, in this case, the implementation of *Nicopolis: Festival of Apollo*. It is a guide that includes the steps needed for the successful execution of the festival and solutions in case of problems. The roadmap for *Nicopolis: Festival of Apollo* consists of three parts:

1. Project goals and objectives
2. Possible risks and solutions
3. Long term goals

The “Roadmap for Success” has two parts. The first is the “map” that is based on several important elements needed for the realization of the festival that have already been examined in the previous chapters. The elements are as follows:

- Analysis of cultural events from examples of successful Victory Cities
- Cultural events applicable to Nicopolis

- Strategic Plan for tourism in the Preveza region and bureaucratic work for the establishment of a network of cultural associations.

- Necessary funding for the realization of the festival

The second part of the Roadmap consists of the “road”, an action plan which identifies the administrative actions needed in different areas. The actions include the creation of the NGO “Nicopolis: Victory City”, the creation of a Heritage center responsible for the organization of several events and the Nicopolitan committee which will be responsible to propose solutions and ideas for the sustainability of the site. Other activities include training, services for learning purposes such as information on the vision of the project and funding models needed for the further development of the NGO. In the case of Nicopolis, the action plan is not yet applicable but is a long term goal. The action plan will be realized after the successful establishment of the festival and after the formation of a sustainable financial environment for the Preveza region.

As mentioned in the beginning of the chapter, the roadmap for *Nicopolis: Festival of Apollo* consists of three parts. All of the parts and elements of the Roadmap derive from the summary of the study. The first of the three parts includes the project goals and objectives. For now I will focus on the carefully designed short-term goals in terms of feasibility for the present day situation of Nicopolis and the Preveza region. These short-term goals are:

- Participation of local civil groups in the organization of the festival
- Creation of a network of cultural associations
- The first administrative steps towards the foundation of *Nicopolis: Festival of*

Apollo

The second part of the “Roadmap to Success” includes possible risks and solutions. The study is well designed and offers solutions to problems that might arise for the

organization of the festival in detail in the previous chapters. Below are listed the most important possible risks:

- No or minimum assistance by the municipality. The solution to this is to convince the local politicians for the success of the project by analyzing and presenting the advantages that the region will gain during and after the organization of the festival.
- Financial needs. Within the project, several sets of proposals are designed for the collection of funds. The festival has low cost and its economic realization is feasible.

Funding sources:

- Crowdfunding campaign
 - Cultural sponsorships by the Ministry of Culture and Sports
 - Municipal grants
 - Governmental grants
 - Annual membership fees from the members of the cultural associations
 - Donations by local stakeholders or individuals
-
- Authorization for the use of the archaeological site of Nicopolis. The directors of the network of local associations will be in coordination with the Ministry of Culture and Sports to receive the license for the use of the site. The application for authorization will be submitted by the associations after being examined by lawyers and specialized personnel already members of the local associations.

Tasks to acquire permission for the use of the site of Nicopolis:

- Fulfillment of the Law 1189/B/10-4-2012
- Application to the Ephorate of Antiquities in the region of Preveza at least one month before the realization of the event

Activities of *Nicopolis: Festival of Apollo*:

- A half-Marathon
- Adult-education seminars
- International philosophical and historical conferences
- Reenactment of the Naval Battle of Actium
- Roman Carnival and *passarela*
- Markets of local, quality craft goods with demonstrations
- Theatrical and musical performances
- Gladiator Fights

Finally, the third and last part of the Roadmap is to define the long term goals. Numerous long term goals are proposed that can be achieved after a successful festival within a time framework of five to ten years.

- Creation of an *Identity of Destination* for the Preveza region
- Creation of a stable environment for the annual realization of *Nicopolis: Festival of Apollo*

Festival of Apollo

- Creation of the NGO “Nicopolis: Victory City”
- Cooperation with travel agencies and tour operators to attract cruisers to the port of Preveza with the aim of visiting the new festival. In this case, the network of the local associations must contact and convince travel agencies and tour operators that this festival will offer better organized and more relevant programs than similar festivals in other areas. Furthermore, the representatives of the cultural associations have to show that innovative events will be included in the festival and most importantly that the program will bring profit at low cost.

- Cultural and economic utilization of ancient Nicopolis

- Economic utilization of the underdeveloped areas around the archaeological site
- Emergence of new destinations in the Preveza region
- Extended tourist season in the Preveza region
- Promotion of local products. The initial local products that can be included in the promotion are local beverages and gastronomy and the Caviar of the Amvrakikos Gulf” Avgotaraho”,
- Opportunities for prospective stakeholders to invest in the region

The Roadmap for Nicopolis is a guide simplifying the objectives of the study and presenting the project’s short and long term goals. The use of a Roadmap is important for the realization of the first steps of the festival as it is a simple technique to help local government officials understand the feasibility of the project and the need for further research and analysis. Additionally, it provides a step by step guide to locate any limitations or gaps in the project. Finally, it represents the main tool to motivate the local authorities and local community to participate and assist with the organization of the festival and to come up with possible co-operations with institutions or research centers.

Although the sun and sea attractions are important for the local economy of the area, people need to be convinced that the region of Preveza has much more to offer. The local community must support the project and create a positive image for the region both for locals and outside visitors, to enhance tourism and therefore the local economy. Furthermore, the “Roadmap to Success” is a necessary instrument that will assist in the implementation of the project and find solutions to any problems that will arise. *Nicopolis: Festival of Apollo* is connected to the region and the community as ancient Nicopolis is a part of the history and traditions of the area. The city itself was founded in honor of Apollo as Augustus presented

himself as the god Apollo for political reasons. Moreover, an ancient temple of Apollo already lies in Actium (Miller 2009).

Conclusion

The proposed project uses elements from the successful example of Augusta Merida and the cultural events in Augusta Praetoria Salassorum which are suitable to the Nicopolis example, and shows that the proposed festival for ancient Nicopolis is feasible. In addition, the Roman example of markets that will be adopted in Nicopolis is important because it will improve the local economy and will also assist in the promotion of the products and traditions of the Preveza region. The outcome of this study is the creation of the Roadmap that will form the basis for the initial organization and foundation of *Nicopolis: Festival of Apollo* and create a sustainable economic environment for the Preveza region. Furthermore, based on my analysis of outside successful Roman sites in Spain and Italy, I examined the steps that have to be undertaken for the creation of a network of cultural associations as well as the necessary efforts to deal with the bureaucratic and administrative work required for the organization of a festival in modern Greece. Moreover, several solutions are proposed towards meeting the financial needs for the organization of such festivals in Greece. The importance of local participation and the participation of the Municipality and Prefecture of Preveza for the realization of the whole project was explained in chapter three. The analysis of relative sources and secondary sources that I found through the internet, were the main methodological tools used for the study.

The archaeological site of Nicopolis, through the realization of the Roadmap, will be finally properly interpreted in terms of its place in the cultural scene of Preveza. Its large ruins, space and existing infrastructure is ideal for the organization of festivals or events. In the end this notable Roman site will open its doors to tourists and visitors. As argued in the analysis of the study, local communities and local participation will be significant factors for the implementation of the Roadmap.

The local community will be affected both directly and indirectly. First, because there is need for participation by the local community in the organization of *Nicopolis: Festival of Apollo* and second because the festival will offer new cultural products that will enhance the local economy in the region through tourism and the entrepreneurial spin-offs. After the implementation of the Roadmap, it is important that the results of this research will serve as the first steps of a management plan.

Although I have analyzed and offered solutions to every limitation that might arise in the present study, specific problems created by the rules of the Greek state connected to the organization of festivals need to be re-emphasized. The main problems encountered in the organization of festivals in Greece include the lack of financial resources and the restrictions imposed by the State on both national and local levels. Fortunately, Nicopolis is one of the sites that are already listed in the approved archaeological sites for the realization of cultural events. In general, the unproductive communication and coordination with the Ministry of Culture and Sports and the absence of any management plan leads in many cases to the cancellation or rescheduling of festivals. Additionally, the decrease in resources coming from public and bureaucratic institutions and delays by public bodies resulting in last minute decisions, make the proper organization of the festivals difficult.

On the basis of the Roadmap, in the future and after the establishment of a stable festival organization in Nicopolis, I suggest numerous promotional activities. One of the suggestions is to hire interns from the municipalities in the Prefecture of Preveza (from faculties for tourism for instance) who can gain experience by promoting the cultural events organized in Nicopolis at designated stands. Other suggestions for the near future include creation of bilingual online newsletters about the history of the archaeological sites and excavations, as well as the creation of electronic magazines for the municipality of Preveza and bilingual internet web pages regarding upcoming events to attract foreign tourists.

Throughout this study different aspects of the research question were examined. It can be concluded that ancient Nicopolis is the most important cultural product in the region of Preveza. Nicopolis must be utilized in terms of cultural heritage and economy. The study offers proposals and alternative solutions for the sustainability of the monument. Nicopolis is the strongest link in the chain of cultural products that the Preveza region can offer and through *Nicopolis: Festival of Apollo* it can function as the main promoter of the region.

Since Greece was struck by the economic crisis, the youth is not left with much choice in terms of employment. Numbers show that most young, educated individuals prefer to work in economically progressive European countries. This study has recognized the need for local sustainability in order to enhance the local economy, attract young local talents back to the region and enhance work on its cultural heritage to create more income for locals. Tourism is the lynchpin of the Greek economy in general and for the Preveza municipality in particular.

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