

Ioannis Poulios

Heritage and arts management - Tourism - Business - Sustainability

(PhD University College London; MBA electives London Business School)

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CURRICULUM VITAE

A. PROFESSIONAL EXPERIENCE: Research, Teaching, Consulting

CURRENT POSITIONS

Ionian University, Greece, Department of Tourism, Faculty of Economic Sciences

Assistant Professor in Tourism and Sustainable Development, 04/2022–

Hellenic Open University, School of Social Sciences

Adjunct Faculty, M.Sc. Cultural Organizations Management, 10/2010–

FORMER POSITIONS

Ahmedabad University, India, Centre for Heritage Management, Amrut Mody School of Management

(full-time) Associate Professor focusing on Living Heritage and Business, 01/2021–09/2022

AARC consultancy, Ireland

Senior Expert, and coordinator of a team of national Senior Experts, EU-funded Project 'Reengineering the Operations of the Archaeological Receipts Fund – Greece' (REFORM/SC2020/095), 10/2020– 09/03/2022

- Crafting strategies for the improvement of the shops of archaeological sites and museums
- Crafting strategies for the improvement of the cafes of archaeological sites and museums
- Crafting strategies for the exploitation of public-managed properties of the UNESCO World Heritage City of Rhodes in Greece.

Epigraphic Museum of Greece

Project manager, Crafting the strategic plan of the Epigraphic Museum, 06/2019–11/2019

International Centre for the Study of the Preservation and Restoration of Cultural Property (ICCROM)

Consultant, 2008–2017 (various periods since 01/2008; latest period: 03/2017–12/2017)

Programs: a) ‘**Living Heritage Sites**’; b) ‘**Promoting People-Centered Approaches to Conservation: Living Heritage**’; and c) ‘**Conserving Asian Heritage**’

- Development of the community-centred Living Heritage Approach: ‘Living Heritage: a summary’, www.iccrom.org/wp-content/uploads/PCA_Annexe-1.pdf, Rome
- Implementation of the Living Heritage Approach to local communities in Southeast Asia: ‘Living Heritage Sites Conservation Meeting’ organized by ICCROM and SPAFA, Bangkok, 2009
- Contribution to the editing of a series of publications on heritage governance and policies in Asia: (i) *Revisiting Authenticity in the Asian Context*, https://www.iccrom.org/sites/default/files/publications/2019-03/revisiting_authenticity_cha-2_web.pdf; (ii) *Applicability and Adaptability of Traditional Knowledge Systems to the Conservation and Management of Heritage in Asia*, <https://www.iccrom.org/sites/default/files/publications/2020-10/traditional-knowledge-systems.pdf>; and (iii) *National Conservation Policy in Asia* (in process)

Agency for Economic Cooperation and Development (aed), Austria

Consultant, Project ‘Technical Assistance action to support tourism planning and policy for the promotion of sustainable tourism development in Greece’, 12/2016–09/2017

- (i) fostering business practices and policies to ensure the quality of tourism service; (ii) exploring funding mechanisms for tourism investments; and (iii) developing new tourist products specific to the Greek context.

University College London

Research associate, *i-Treasures: capturing the intangible*: EU project on the documentation and safeguarding of intangible cultural heritage through the application of new technologies, i-treasures.eu, 10/2016–06/2017

UNESCO Venice Office annual School on ‘Sustainable Energy Governance in World Heritage Sites’

Managing committee member, and lecturer, Fojnica in Bosnia and Herzegovina 2011; Dubrovnik 2012 and 2013; Venice 2015

The School aimed at enhancing capacity building in sustainable energy in UNESCO World Heritage Sites in terms of education, management and scientific knowledge, with suggestions for applied energy efficiency solutions in the World Heritage cities of Dubrovnik and Venice. Topics: (i) governance: decision-making mechanisms and processes on an international/EU, national and local level; and (ii) districts and buildings: establishing energy efficiency practices and installations.

Hellenic Management Association / EEDE (a non-profit organization for the promotion of modern management practices to Greek companies: www.eede.gr/eede/profile)

Consultant, 01/2015–07/2015

Providing consultancy to entrepreneurs of diverse backgrounds (such as engineers and doctors) on how to achieve and maintain innovation at times of financial instability/crisis

B. EDUCATION

University College London

PhD in heritage management, local communities, tourism and sustainability, 2002–2008

- Thesis: ‘Living sites: The Past in the Present – The monastic site of Meteora, Greece: Towards a new approach to conservation’ (published as Poullos I. 2014, *The Past in the Present: A Living Heritage Approach – Meteora, Greece*. London, Ubiquity Press, open access: dx.doi.org/10.5334/bak)

London Business School

MBA electives, 2007–2009

- ‘Achieving Strategic Agility’ (‘distinction’ / A+)
- ‘Strategic Innovation’ (‘distinction’ / A)
- ‘Managing Entertainment and Experience’ (‘distinction’ / A)

University of Birmingham

M.A. in Byzantine Studies, 2001

- Dissertation: ‘The Wall Decoration of the Katholicon of the Monastery of St. Nikolaos Anapafsas at Meteora: The Iconographic Programme’ (distinction’ / 72/100)

University of Athens (and Freie Universität Berlin)

First degree in History and Archaeology, 2000 (‘distinction’ / 8.50/10)

C. PUBLICATIONS

AWARD

Paper 2014. Poullos I., **Discussing Strategy in Heritage Conservation: a Living Heritage Approach as an Example of Strategic Innovation**, *Journal of Cultural Heritage Management and Sustainable Development* 4(1), 16–34: received the award of ‘**Outstanding Paper**’ in the 2015 Emerald Literati Network Awards for Excellence, www.emeraldgrouppublishing.com/authors/literati/awards.htm?year=2015

BOOKS

2014. Poullos I., *The Past in the Present: A Living Heritage Approach – Meteora, Greece*. London, Ubiquity Press. Open access: [dx.doi.org/10.5334/bak](https://doi.org/10.5334/bak) . Financed by University College London

2018. Antoniadou S., Vavouranakis G., Poullos I. & Raouzaïou P. (eds.), *Culture and Perspective at Times of Crisis: State Structures, Private Initiative and the Public Character of Heritage*, Oxbow Books. www.oxbowbooks.com/oxbow/culture-and-perspective-at-times-of-crisis.html . Financed by The A.G. Leventis Foundation

2015. Karachalis N. & Poullos I. (eds.), *Athens, Modern Capital and Historic City: Challenges for Heritage Management at Times of Crisis*, PHAROS Journal. Athens: Netherlands Institute of Athens. Open access: https://poj.peeters-leuven.be/content.php?url=issue&journal_code=PHA&issue=1&vol=21 . Financed by The Netherlands Institute of Athens

2015. Poullos I. (ed.), *Cultural Management, Local Community, and Sustainable Development* (Athens: Kallipos). In Greek. Open access: repository.kallipos.gr/handle/11419/2394 . Financed by the program Kallipos ‘Greek Academic Online Teaching Material’

2015. Antoniadou S., Mavragani E. & Poullos I. (eds.), *Culture and Perspective: The Importance of Strategy in Four Sectors of Culture* (Corporate Social Responsibility and contemporary culture; culture and foreign policy; the State and the private sector in the exploitation of cultural heritage; and culture and tourism). Athens: Kastaniotis Publishing House. In Greek. www.kastaniotis.com/book/978-960-03-5946-6 . Financed by The A.G. Leventis Foundation

Contribution to the editing of books

Wijesuriya G. & Sweet J. (eds.) 2018, *Revisiting Authenticity in the Asian Context*, ICCROM – Cultural Heritage Administration of Korea (CHA) Conservation Forum Series 3. Rome: ICCROM. Open access: www.iccrom.org/sites/default/files/publications/2019-03/revisiting_authenticity_cha-2_web.pdf . Financed by the Cultural Heritage Administration of Korea

Wijesuriya G. & Court S. (eds.), *Applicability and Adaptability of Traditional Knowledge Systems to the Conservation and Management of Heritage in Asia*, ICCROM – Cultural Heritage Administration of Korea (CHA) Conservation Forum Series 3. Rome: ICCROM. Open access: www.iccrom.org/sites/default/files/publications/2020-10/traditional-knowledge-systems.pdf . Financed by the Cultural Heritage Administration of Korea

PAPERS

Field A. BUSINESS, and heritage and arts management, tourism, sustainability

2022. Poullos I. & Kamperou E. Business Innovation in Orchestra Organizations Supported by Digital Technologies: The Orchestra Mobile Case Study. In A. Pateli & N. Mylonas (eds.), Digital Entrepreneurship and the Cultural and Creative Industries (special issue), *Sustainability*, 14, 3715. Open access: <https://doi.org/10.3390/su14073715>

2019. Poullos I. & Touloupa S., Museums and Crisis: the Imperative to Achieve Strategic Agility in the Current Instability. A Case Study of the Major Archaeological Museums in Greece, *Public Archaeology*, 1–33, doi.org/10.1080/14655187.2018.1553127

2019. *Strategic Plan of the Epigraphic Museum in Greece*. In Greek, with extensive summary in English. Available upon request

2019. Poullos I., On the Greatest Challenge in the Management of Living Religious Heritage: Linking the Authenticity of Heritage and the Authenticity of Tourist Experiences to the Authenticity of Religious Tradition, In: A. Moropoulou, M. Korres, A. Georgopoulos, C. Spyarakos, & C. Mouzakis (eds.), *Transdisciplinary Multispectral Modeling and Cooperation for the Preservation of Cultural Heritage*, Proceedings of First International Conference, TMM_CH 2018, Athens, Greece, October 10–13, 2018, Part II, Springer, p. 262–271. Open access: link.springer.com/content/pdf/10.1007%2F978-3-030-12960-6_17.pdf

2018. Giannitsioti K., Touloupa S. & Poullos I., Cultural Tourism and Cultural Heritage in Times of Change: Private Initiative in Greece vis-a-vis the Greek State. In: S. Antoniadou, G. Vavouranakis, I. Poullos & P. Raouzaïou (eds.), *Culture and Perspective at Times of Crisis: State Structures, Private Initiative and the Public Character of Heritage*, Oxbow Books, 58–73, www.academia.edu/37685634

2015. Touloupa S. & Poullos I., Re-branding Athens and its Culture through ‘Alternative’ City Tours: Beyond an ‘Authorised Heritage Discourse’ and Towards an ‘Authorised Crisis Discourse’. In: N. Karachalis & I. Poullos (eds.), *Athens, Modern Capital and Historic City: Challenges for Heritage Management at Times of Crisis*, PHAROS (Netherlands Institute of Athens), XXI.1, 73–95. Open access: <https://poj.peeters-leuven.be/content.php?url=article&id=3146864>

2015. Poullos I., Nastou D. & Kourgiannidis E., Bridging the Distance between Heritage Conservation and Business Management: Heritage as a Customer ‘Experience’ – A Case Study of the Acropolis Museum in Athens. In: N. Karachalis & I. Poullos (eds.), *Athens, Modern Capital and Historic City: Challenges for Heritage Management at Times of Crisis*, PHAROS (Netherlands Institute of Athens), XXI.1, 97–122. Open access: https://poj.peeters-leuven.be/content.php?url=article.php&id=3146865&journal_code=PHA

2015. Poullos I., ‘Experiences’ as a Response to the Crisis: The Application of the ‘Experience Model’ to the Acropolis Museum, in: S. Antoniadou, E. Mavragani & I. Poullos (eds.), *Culture and Perspective: The Importance of Strategy in Four Sectors of Culture*, Athens: Kastaniotis Publishing House, 108–121. In Greek

2015. Poullos I., Gazing at the ‘Blue Ocean’, and Tapping into the Mental Models of Conservation: Reflections on the Nara+20 Document, *Heritage and Society* 8(2), 158–177, www.maneyonline.com/doi/abs/10.1080/2159032X.2015.1126119 ; www.academia.edu/24052675

2014. Poullos I., Discussing Strategy in Heritage Conservation: a Living Heritage Approach as an Example of Strategic Innovation, *Journal of Cultural Heritage Management and Sustainable Development* 4(1), 16–34, www.emeraldinsight.com/doi/full/10.1108/JCHMSD-10-2012-0048 ; www.academia.edu/9058273

Field B. Heritage and arts management, tourism, sustainability

2019. Grammalidis N. & Poullos I., ICT-based Participatory Approaches for the Exploitation and Re-use of Intangible Cultural Heritage, Proceedings of the *International Conference on Strategic Innovative Marketing and Tourism (ISCIMAT)* 2018, www.springer.com/us/book/9783030124526

2018. Poullos I., Envisioning the Future of Heritage Conservation: Reflections on the Book ‘The Archaeology of Time Travel’ and the Movie ‘Blade Runner 2049’, *The Historic Environment: Poalicy and Practice* 9(2), 1–8,

www.tandfonline.com/doi/abs/10.1080/17567505.2018.1482664 ;
www.academia.edu/37137713

2018. Poullos I., Managing ‘Difficult’ Intangible Heritage through the Application of the Living Heritage Approach: Reflections on the Documentary Film “Silent Witness” about the Prison of the City of Trikala, Greece, In: E. Solomon, and E. Apostolidou (eds.), *Museums, Education and ‘Difficult’ Heritage*, *MuseumEdu* 6, 99–122. Open access: museumedulab.ece.uth.gr/main/sites/default/files/3.%20Ioannis%20Poullos_0.pdf

2018. Poullos I. & Arampatzis G., Development-Energy Plants in proximity to Historic Environments: the Investor and the State. In: S. Antoniadou, G. Vavouranakis, I. Poullos & P. Raouzaïou (eds.), *Culture and Perspective at Times of Crisis: State Structures, Private Initiative and the Public Character of Heritage*, Oxbow Books, 40–55

2017. Pozzi F., Dagnino F.M., Poullos I. & Alivizatou M., *D2.1: Final Report on User Requirements Identification and Analysis, Public Deliverable, The i-Treasures Project (FP7-ICT-600676)*. www.i-treasures.eu/sites/i-treasures.eu/files/D2.5.pdf

2015. Daniil M. & Poullos I., Living Historical Churches in the Centre of Athens: Evolution, and Challenges for their Management. In: N. Karachalis and I. Poullos (eds.) *Athens, Modern Capital and Historic City: Challenges for Heritage Management at Times of Crisis*, PHAROS (Netherlands Institute of Athens), XXI.1, 1–20. Open access: https://poj.peeters-leuven.be/content.php?url=article.php&id=3146860&journal_code=PHA

2015. Poullos I. & Senteri E., Branding Athens at a Time of Crisis: A Semiotic Analysis of the Current Tourism Campaign of the Historic City. In: N. Karachalis & I. Poullos (eds.), *Athens, Modern Capital and Historic City: Challenges for Heritage Management at Times of Crisis*, PHAROS (Netherlands Institute of Athens), XXI.1, 37–56. Open access: https://poj.peeters-leuven.be/content.php?url=article.php&id=3146862&journal_code=PHA

2015. Poullos I. & Arampatzis G., Development and energy plants, local communities and sustainable development. In: I. Poullos (ed.), *Cultural Management, Local Communities, and Sustainable Development*, Athens: Kallipos (open access: repository.kallipos.gr/handle/11419/2394), 142–159. In Greek

2015. Poullos I., On ‘Authenticity’: a Case Study of the Conservation and Management of Mystras, *Mnimeio kai Perivallon Journal* 12, 87–103. In Greek, with extensive English summary. www.academia.edu/20076264

2014. Poullos I. & Scalia M., Renewable Energy Plants and the Historic Environment in Greece: Policy and Practice, *Journal of Architectural Conservation* 20(3), 197–208, www.tandfonline.com/doi/abs/10.1080/13556207.2014.985908 ;
www.academia.edu/15440297

2014. Kataga M., Okka N. & Poullos I. (curators) *Rematerialising Culture: Reflections*, Catalogue of exhibition *Rematerialising Culture*, organized by The A.G Leventis Foundation Scholars Association, November and December 2014, Athens, Greece. Open access: www.leventis-scholars.gr/wp-content/uploads/2014/12/Rematerialising-Culture-catalogue-low-resol_salonia-final.pdf

2012. Poullos I. Renewable Energy Plants Development, Historic Environments and Local Communities: Lessons from the Greek Experience, *The Historic Environment: Policy and Practice* 3(2), 127–142, www.tandfonline.com/doi/abs/10.1179/1756750512Z.00000000011 ;
www.academia.edu/9058494

2011. Poullos I., Is every Heritage Site a ‘Living’ one?: Linking Heritage Conservation to Communities’ Association with Sites, *The Historic Environment: Policy and Practice* 2(2), 144–156, www.tandfonline.com/doi/abs/10.1179/175675011X13122044136550 ;
www.academia.edu/9058427

2010. Poullos I., Moving beyond a ‘Values-based Approach’ to Heritage Conservation, *Conservation and Management of Archaeological Sites* 12(2), May 2010, 170–185, www.tandfonline.com/doi/abs/10.1179/175355210X12792909186539 ; www.academia.edu/9058399

2010. Poullos I. Conserving Living Religious Heritage: Maintaining Continuity and Embracing Change – the Hindu Temples of Tanjore, Srirangam and Tirupati in India, *South Asian Arts*. October 2010, www.academia.edu/15445530

2010. Poullos I., Archaeological Protection and Monastic Use: the ‘Living’ Pantanassa Monastery in the ‘Necropolis’ of Mystras. *Vyzantiaka*, In Greek, histsociety.web.auth.gr/byzantiaka%202010-POULIOS.PDF

D. COLLABORATIONS AND FUNDING

Ahmedabad University, India, Centre for Heritage Management, Amrut Mody School of Management

Associazione Rotta di Enea (Aeneas Route: cultural route certified by the Council of Europe)

Scientific committee member, 12/2020–

Netherlands Institute of Athens

Consultant, 2013–2018

- Managing committee member, A series of seminars, and publication of the proceedings, on *Athens, Modern Capital and Historic City: Challenges for Heritage Management at Times of Crisis*
- Lecturer at the annual field trip on *Confronting the Classics: The Ancient Past in modern Rome and Athens* addressing Dutch post-graduate students; 2014, 2015, 2016 in Athens; 2018 in Rome

Financed by the Netherlands Institute of Athens

Dimitris Koutsiabasakos’ documentary film ‘Silent Witness’

Scientific advisor, 2015–2016

The film deals with cultural policy and national memory in connection to the ‘difficult heritage’ of the prison of the city of Trikaka in Greece, associated to World War II, Civil War and rebetiko music. Trailer: vimeo.com/175177470

Financed by the Greek Film Centre (i.e. a public liability company belonging to the broader public sector, and supervised by the Ministry of Culture)

Paros Island, Greece

Consultant, 2015–2019

- Managing committee member and lecturer, 2nd Sustainable Paros forum ‘Innovation, Sustainable Development and Tourism’ (organised by local entrepreneurs), Paros, May 2016

- Managing committee member and lecturer, 1st Sustainable Paros forum ‘Sustainable Development and Tourism’ (organised by local entrepreneurs), Paros, May 2015

Financed by local entrepreneurs and municipality

‘Future Leaders’ Program (bringing together heritage NGOs, universities and private companies; aiming at the crafting of strategic and marketing plans for NGOs and local communities and, ultimately, at the creation of a new generation of business leaders with increased social and cultural responsibilities and ethics. www.futureleaders.gr)

- In collaboration with **National NGO Diazoma** Association for the protection of ancient theatres in Greece, www.diazoma.gr: Managing committee member, ‘How ‘Diazoma’ can contribute to the sustainable development of local communities through culture – Case study: The city of Eretria’, (www.diazoma.gr/200-Stuff-04-Press_2014/DTM_1000_Article.pdf); presentation in English: www.slideshare.net/MrDonAntoine/fl-diazoma2), 03–06/2013
- In collaboration with **Local NGO Maniatakeion Foundation** for the preservation of cultural heritage and the promotion of the development of the town of Koroni, Greece, www.maniatakeion.gr: Managing committee member, ‘The development of the city of Koroni, Greece’, www.maniatakeion.gr/articlefiles/Project_Plan_Maniatakeion_Idryma_21042_010.pdf, 01–04/2010

E. PRO BONO WORK

The A.G. Leventis Foundation Scholars Association

Vice President, A wide range of social and cultural activities addressing the A.G. Leventis Foundation scholars and the general public, such as contemporary-art exhibitions, theatrical plays, public discussions, conferences and publications: en.leventis-scholars.gr/events, 01/2010–

- Contemporary-art exhibition ‘Beyond Science’ of artworks crafted by scientists based on their scientific work and by artists inspired by scientific developments. Athens, 04/2019
- Symposium, and publication of the proceedings, on *Culture and Perspective at Times of Crisis: State Structures, Private Initiative and the Public Character of Heritage*. Athens, 2017–2018
- Contemporary-art exhibition ‘The Muses Project | A Discourse between Art and Science’. Athens, 02/2017
- Contemporary-art exhibition on *Rematerialising Culture*, Athens, 11/2014–12/2014, curated by M. Kataga, N. Okka and I Poullos; open access: www.leventis-scholars.gr/wp-content/uploads/2014/12/Rematerialising-Culture-cataloguw-low-resol_salonia-final.pdf

- Contemporary-art exhibition on ‘The Crisis and Beyond: Emerging Greek Art in Times of Trouble’ of artworks crafted by Greek artists living and working in Greece and in the UK on the topic of the economic crisis, London, 03/2011
- Conference, and publication of the proceedings, on *Culture and Perspective: The Importance of Strategy in Four Sectors of Culture* (i.e. Corporate Social Responsibility and contemporary culture; culture and foreign policy; the State and the private sector in the exploitation of cultural heritage; culture and tourism). Athens, 02/2013

Financed by The A.G. Leventis Foundation