

Dr Ioannis Kaplanis

Economist · Executive Leader · Senior Advisor

Athens, Greece | +30 6974 758 913 | i_kaplanis@yahoo.co.uk | linkedin.com/in/ioannis-kaplanis | www.ioanniskaplanis.org

EXECUTIVE PROFILE

Economist, senior executive and strategy & policy advisor (PhD, LSE) with over 20 years of experience across international organisations, academia, government and major institutions. Applied policy and advisory work spans economic development, productivity, innovation policy, labour markets, urban and regional economics, public governance and evidence-based evaluation. Former economist at the OECD and the Mayor of London’s Economic Team, with experience in economic analysis, strategy, policy advice and complex stakeholder environments. Subsequent Director General roles in Greece — at the Hellenic Industrial Property Organisation, while seconded from the OECD, and the Athens Epidaurus Festival — strengthened my capacity to lead organisations, manage significant budgets and complex EU-funded programmes (RRF, Horizon Europe, Erasmus+, NSRF), deliver institutional reform, strengthen revenues and partnerships, and work with senior national and international stakeholders. I have also held representative and committee roles in European and international organisations. I combine a strong analytical background with senior management and delivery experience across complex organisations.

KEY COMPETENCIES

▶ Strategic Leadership & Organisational Transformation ▶ Executive, Financial & People Management ▶ Applied Economic & Business Analysis, Policy Evaluation	▶ Innovation, IP Policy & Digital Transformation ▶ Productivity, Labour Markets & Skills ▶ Regional & Economic Development	▶ Government Relations & Regulatory Affairs ▶ Stakeholder, fundraising & International Partnerships ▶ EU Funding & Programme Management
---	--	---

PROFESSIONAL EXPERIENCE

03/2020 – 03/2026	Director General Athens Epidaurus Festival (Hellenic Festival S.A.) – Ministry of Culture Greece's flagship international performing arts festival; 60 permanent staff, 600 seasonal employees; annual budget grew from €10m to €15m over the period. ▶ Led the strategic, administrative, financial and operational management of the organisation, with responsibility for people, budget and programme delivery. ▶ Maintained full operational continuity through COVID-19 and drove post-pandemic recovery: audience growth >30% and revenue growth >50% (2019–2025). ▶ Delivered sustained fiscal surpluses; strengthened own-revenue base and mobilised significant private funding, incl. record corporate sponsorship portfolio in 2025. ▶ Led institutional modernisation and organisational reform; digital transformation and circular economy/sustainability initiatives. ▶ Secured and managed €3.5m from the EU Recovery and Resilience Facility and additional funding from various EU funding streams (Horizon Europe, Erasmus+, NSRF); developed international consortia and multi-stakeholder projects. ▶ Initiated customer surveys and performance indicators for data analysis; led impact assessment & economic evaluation studies to support evidence-based decision making.
-------------------	--

Parallel Research, Advisory & Teaching Activities

Research Associate (2026–present) | National Technical University of Athens, Laboratory of Industrial and Energy Economics

Research areas: innovation; entrepreneurship; economic development; urban/regional policy; labour markets & human capital; cultural and creative industries; economic analysis and policy evaluation; European research programmes and international cooperation.

Project Coordinator & Principal Researcher (2019–2023) | Athens University of Economics and Business / LSE

LSE-funded research project: “Crisis and Entrepreneurship: business dynamics, firm level, sectoral and regional determinants.”

Expert (2020–2022) | Danish Patent & Trademark Office

EU Twinning project: “Protection and Enforcement of IP Rights in Serbia” — developed methodology to estimate the scope and economic impact of counterfeiting and piracy.

Research Associate (2020–2021) | University of Piraeus, Department of Economics

EU-funded (ESPA) project: “Regional diversification, smart specialisation and their role in regional development.”

Lecturer (2022–2026) | European Law and Governance School (EPLO – European Public Law Organisation, International Organisation), Athens

Postgraduate course: “Research Methods for Governance” (MSc level).

Lecturer (2017–2018) | Dept. of Economic & Regional Development, Panteion University, Athens

Undergraduate course: “Urban Governance” (course design and lecturing).

07/2015 – 08/2019

Director General | Hellenic Industrial Property Organisation (HIPO) – Ministry of Economy (*seconded from OECD*)

Greece's national patents and industrial designs office; 80 staff; annual budget €8m.

- ▶ Modernised Greece's industrial property system: liberalised the closed profession of patent attorneys; founded the Hellenic IP Academy.
- ▶ Digitised core services: introduced electronic filing for patents and industrial designs.
- ▶ Strengthened financial governance, generating sustained budget surpluses; introduced public procurement and unified salary-scale procedures.
- ▶ Established six regional offices to improve territorial access to innovation support.
- ▶ Developed IP database and stats analysis unit for evidence-based innovation policy.
- ▶ Represented Greece at the EPO Administrative Council; elected to the EPO Reserve Funds Supervisory Board (€8.2bn); elected to the Bureau of the OECD Working Party on Industry Analysis (STI); represented Greece at the WIPO General Assembly and EUIPO.

09/2012 – 10/2019

Economist | OECD - Organisation for Economic Co-operation and Development, Paris

Sep 2012 – Dec 2014 Directorate for Public Governance & Regional Development (GOV)

Policy analysis and advisory work on urban and regional development, regional productivity, innovation and smart specialisation across OECD member and partner countries.

Contributed and co-drafted major OECD country reviews: Urban Policy Review of Chile; Urban Policy Review of China; Territorial Review of Chile (Antofagasta); Territorial Review of Mexico (Puebla-Tlaxcala); Metropolitan case study on Athens-Attica (Greece).

Jan 2015 – Jun 2015 Directorate for Employment, Labour & Social Affairs (ELS)

Economic analysis and policy advice on labour markets, productivity and the regional impact of migration; contributed to the labour markets chapter of the International Migration Outlook 2015.

Jul 2015 – Aug 2019 Seconded as Director General to the Hellenic Industrial Property Organisation (HIPO)

05/2011 – 08/2012	Research Fellow (Post-doctoral) Universitat Rovira i Virgili, Catalonia, Spain Member of the Quantitative Urban & Regional Economics Research Group; lecturing Applied Econometrics (MSc/PhD); research on regional development, innovation economics and labour markets.
11/2008 – 04/2011	Research Economist (Post-doctoral) Spatial Economics Research Centre (SERC/CEP), London School of Economics Research on urban and regional economics, labour economics, productivity and innovation; organised the SERC seminar series; taught undergraduate courses.
04/2007 – 08/2008	Economist Mayor of London / London Development Agency (LDA) Economic adviser to the Mayor of London, the London Development Agency and the London Skills and Employment Board. ▸ Policy advice and economic analysis on innovation, business support, labour markets, migration, skills and regional economic development. ▸ Budget allocation analysis for the London Development Agency (annual budget £400m), advising on prioritisation and investment strategy across programmes. ▸ Co-authored the GLA Economics flagship report Globalisation, Skills and Employment: The London Story.
02/2004 – 03/2007	Lecturer, Course Organiser & Research Assistant London School of Economics Teaching: Research Methods in Planning (MSc); Research Techniques: Regression Analysis (UG); Applied Location & Spatial Analysis (UG); Economics B (UG).

EDUCATION

2003 – 2009	PhD in Urban & Regional Economics London School of Economics Thesis: 'Spatial occupational structure and local human capital spillover effects in Britain.' Passed with no corrections. Supervisors: Prof Steve Gibbons; Prof Diane Perrons. Examiners: Prof Alan Manning (LSE), Prof Philip McCann (Manchester).
2000 – 2002	MSc Economics (Distinction) University of Manchester
1996 – 1999	BSc Mathematics and Economics London School of Economics

BOARD & COMMITTEE MEMBERSHIP

- ▶ Elected Member, Supervisory Board of EPO Reserve Funds for Pensions & Social Security (RFPSS) – managing €8.2bn (2017–2019)
- ▶ Member of the Administrative Council, European Patent Office (EPO) – representing Greece (2015–2019)
- ▶ Elected Member, Bureau of the OECD Working Party on Industry Analysis (WPIA) – Directorate for Science, Technology and Innovation (2018–2019)
- ▶ Representative of Greece, European Union Intellectual Property Office (EUIPO), Alicante (2015–2019)
- ▶ Member, Committee of Independent Experts for the National Minimum Wage of Greece (2018–2021)
- ▶ Representative of Greece, General Assembly of the World Intellectual Property Organisation (WIPO), Geneva (2015–2019)
- ▶ Member, Industry Forum of Greece – Ministry of Economy and Development (2016–2019)
- ▶ Participant, OECD/WIPO Network of IP Offices Chief Economists (2016–2019)

Scientific & Academic Committees

- ▶ Member, Scientific Committee, 64th European Regional Science Association (ERSA) Congress – “Regional Science in Turbulent Times”, Panteion University, Athens (Aug 2025)
- ▶ Organiser, Special Session “Regional Development and Cultural & Creative Industries”, 64th ERSA Congress, Athens (Aug 2025)
- ▶ Organiser, Special Session on “IP, Economic Geography and Regional Development: innovation, proximity and smart specialisation”: 4th Geography of Innovation Conference, Barcelona (Feb 2018)
- ▶ Member, Scientific Committee, ERSA Joint French & Greek Sections Conference – “Cities and regions in a changing Europe”, Panteion University, Athens (July 2017)
- ▶ Organiser, Special Session on “Intellectual Property, Economic Geography and Regional Development, ERSA Joint French & Greek Sections Conference, Athens (July 2017)

SELECTED PUBLICATIONS

Academic peer-reviewed journals & policy papers:

- ▶ Kaplanis, I., Monastiriotis, V. & Radin, I. (2026). Capitalising Culture? The Impact of European Capitals of Culture on Tourism and Urban Land Prices. 65th ERSA Congress, Sofia, Bulgaria.
- ▶ Kaplanis, I. & Radin, I. (2025). Cultural Festivals as Drivers of Local Development. 64th ERSA Congress, Athens.
- ▶ Drivas, K., Economidou, C., Kaplanis, I. and Tagaraki, M.T. (2023) Examination of Related Diversification in Laggard Regions, *Papers in Regional Science*, Vol.102, Issue 4, pp.851-870.
- ▶ Genakos, C., Kaplanis, I., Tagaraki, M.T. and Tsakanikas, A. (2023), ‘Firm Resilience and Growth during the Economic Crisis: lessons from the Greek depression’, *GreeSE Discussion Paper No186*, July 2023, LSE.
- ▶ Drivas, K., Economidou, C., Kaplanis, I. and Tagaraki, M.T. (2021) Smart Specialization in a Subnational Context: Evidence From Greece, *SPOUDAI Journal of Economics & Business*, Vol.71(2021), Issue 3-4, pp.3-12.
- ▶ Georgiadis, A., Kaplanis, I. and Monastiriotis, V. (2020), Minimum Wages and Firm Employment: Evidence from a Minimum Wage Reduction in Greece, *Economics Letters*, vol.193.
- ▶ Drivas, K. and Kaplanis, I. (2020) “The Role of International Collaborations in Securing the Patent Grant”, *Journal of Informetrics*, Vol.14(4), November 2020.
- ▶ Georgiadis, A., Kaplanis, I. and Monastiriotis, V. (2018), ‘The Impact of Minimum Wages on Wages and Employment: Evidence from Greece’, *GreeSE Discussion Paper No131*, December 2018, LSE.
- ▶ Ahrend, R., Farchy, E., Kaplanis, I. and Lembcke, A. (2017) ‘What Makes Cities More Productive? Evidence from 5 OECD Countries on the Role of Urban Governance’, *Journal of Regional Science*, 57(3), pp.385-410.
- ▶ Cheshire, P., Hilber, C. and Kaplanis, I. (2014) ‘Land use regulation and productivity—land matters: evidence from a UK supermarket chain’, *Journal of Economic Geography*, pp.1-31
- ▶ Gordon, I.R. and Kaplanis, I. (2014) ‘Accounting for Big City Growth in Low Paid Occupations: Immigration and/or Service Class Consumption’, *Economic Geography*, 90(1), pp.67-90, January 2014.

- ▶ Monastiriotis, V. and Kaplanis, I. (2012), 'Flexible employment and cross-regional adjustment', SERC Discussion Paper 100, London School of Economics
- ▶ Kaplanis, I. (2010) 'Wage effects from changes in local human capital in Britain', SERC Discussion Paper 39, London School of Economics
- ▶ Kaplanis, I. (2007) 'The Geography of Employment Polarisation in Britain', Institute for Public Policy Research, IPPR, London

OECD Reviews:

- ▶ OECD (2015), "Athens-Attica, Greece", in OECD (2015) Governing the City (Chapter 5), OECD Publishing, Paris.
- ▶ OECD (2015) OECD Urban Policy Reviews: China 2015, OECD Publishing
- ▶ OECD (2015), International Migration Outlook 2015, OECD Publishing, Paris.
- ▶ Ahrend, R., Farchy, E., Kaplanis, I. and Lembcke, A. (2014) 'What makes cities more productive? Evidence on the role of urban governance from five OECD countries', OECD Regional Development Working Papers, OECD.
- ▶ OECD (2013) OECD Urban Policy Reviews: Chile, OECD Publishing
- ▶ OECD (2013) OECD Territorial Reviews: Antofagasta, Chile, OECD Publishing
- ▶ OECD (2013) OECD Territorial Reviews: Puebla-Tlaxcala, Mexico, OECD Publishing

Selected policy & consulting reports:

- ▶ Genakos, C., Kaplanis, I., Tagaraki, M.T. and Tsakanikas, A. (2022), 'Firm Resilience and Growth during the Economic Crisis: lessons from the Greek depression', Policy Brief, November 2022, London School of Economics.
- ▶ Goulas, D., Kaplanis, I. et al. (2018). Report of the Committee of Independent Experts for the Minimum Wage Rate of Greece. KEPE.
- ▶ Kaplanis, I. and Tsiavos, P. (2018), "Shaping a national policy for Industrial Property in the 21st Century", Naftemporiki daily newspaper, Special Issue for 83rd Thessaloniki International Fair "The Stake of Development" (11/09/2018).
- ▶ Cheshire, P., Hilber, C. and Kaplanis, I. (2011) 'Land use planning: the impact on retail productivity', CEP CentrePiece 16 (1), Summer 2011, pp.25-28
- ▶ Kaplanis, I. (2007). 'The highs and lows of working in London.' Capgemini Consulting Review, 11, p.4.

SELECTED CONFERENCE & INVITED PRESENTATIONS

- ▶ 21st Ermoupolis Seminar on the Information Society & the Knowledge Economy, Presentation: "Innovation and Culture in the Age of AI: Opportunities, Challenges and Policy Perspectives", Syros, Greece (10-07-2026)
- ▶ BEYOND Expo 2026 – Beyond Fractures, Panel "The Creative Economy: AI, Culture and the New Industries of Meaning", Invited Panel Speaker, Athens, Greece (17-06-2026)
- ▶ China Shanghai International Arts Festival, Invited Speaker at the Opening Day of the 5th Annual Conference of the Network of Silk Road Arts Festivals, Shanghai, China (17-10-2025)
- ▶ ERSA 64th Congress on Regional Science in Turbulent Times, Panteion University, Athens (28-08-2025)
- ▶ Central Greece Forum – Thessaly 2025, Association of Industries of Thessaly & Central Greece, Invited Speaker on: "Promoting Tourism and Cultural Heritage", Trikala, Greece (15-03-2025)
- ▶ ERSA 62nd Congress on Urban Challenges & Sustainable Technological Revolution, Alicante (28-08-2023)
- ▶ Ermoupolis Seminar on the Information Society and Knowledge Economy, Syros, Greece (14-07-2023)
- ▶ LSE Hellenic Observatory Research Seminar, Invited Speaker on: "Entrepreneurship and Firm Resilience in Times of Crisis", London (25-10-2022)
- ▶ Regional Quantitative Analysis Group, Universitat de Barcelona, invited speaker; Barcelona (21-02-2020)
- ▶ 17th Greek Section of the European Regional Science Association, Invited Keynote Speaker, 21-6-2019, Athens, Greece
- ▶ Patras IQ, Technology Expo, Invited Keynote Speaker, Patras, Greece (14-04-2019)
- ▶ 5th Technology Forum, Keynote Speaker, Thessaloniki, GR (16-05-2018)

- ▶ Athens Science Festival, Keynote Speaker, Athens, GR (26-04-2018)
- ▶ EU Workshop on RIS3 Cross-regional learning, Invited Speaker, Chania, GR (21-02-2018)
- ▶ Workshop, IP Statistics for Decision Makers & IP Task Force, WIPO/OECD, Mexico City (13-11-2017)
- ▶ Regional Science Association International (RSAI) – North American Congress, Washington DC (15-11-2014)
- ▶ 12th European Week of Cities and Regions- Open Days (Brussels):
 "The international dimension of European urban policy" (9-10-2014); Keynote speaker
 "The role of small and medium sized urban areas" (8-10-2014); Keynote speaker
- ▶ INTERREG IVC Capitalisation Event – “Policy sharing, policy learning”, Brussels (22-5-2014); Keynote speaker
- ▶ European Association of Labour Economists/Society of Labor Economists Conference, 18-6-2010, London
- ▶ TASKS International Workshop, Institute for Employment Research, 17-5-2010, Nuremberg
- ▶ CEP Labour Market Workshop, 9-3-2010, London
- ▶ European Association of Labour Economists Conference, 12-9-2009, Tallinn
- ▶ Regional Science Association International World Congress, 17-3-2008, Sao Paulo, Brazil

LANGUAGES & SKILLS

Greek (native) · English (bilingual) · Spanish (intermediate) · French (basic)

Stata, SPSS, MapInfo · MS Office · WordPress · EU funding & project management · Public procurement

REFERENCES

(Available upon request.)

Dr Rudiger Ahrend

Head of Division, OECD / Centre for Entrepreneurship, SMEs, Regions and Cities

rudiger.ahrend@oecd.org

Dr William Tompson

Head of Division, OECD / Global Relations and Cooperation Directorate

william.tompson@oecd.org

Dr Joaquim Oliveira Martins

Former Head of Division, OECD & Special Advisor to the EU Commissioner for Cohesion & Reforms

joaquim.oliveira@cepii.fr

Prof Vassilis Monastiriotis

Director, LSE Hellenic Observatory Centre; Professor, European Institute, London School of Economics

v.monastiriotis@lse.ac.uk

Mr Dimitris Passas

Lawyer; Former President of the Board, Athens Epidaurus Festival

dimitris.passas@morpas.gr

Dr Prodromos Tsiavos

Former President of the Board, Hellenic Industrial Property Organisation (HIPO)

prodromos.tsiavos@gmail.com