



**HELLENIC SOCIETY  
FOR SYSTEMIC STUDIES**

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**13TH** HSSS NATIONAL & INTERNATIONAL **CONFERENCE**

# SYSTEMIC ORGANIZATIONAL EXCELLENCE



2-3 June, 2017



University of Peloponnese | Sparta, Greece



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## PROGRAM & ABSTRACTS

UNDER THE AUSPICES OF



University of Piraeus  
Dept. of Informatics

UNDER THE AUSPICES OF



University of Peloponnese  
Dept. of Sports Organization & Management

IN COLLABORATION WITH



MYTHICAL  
PELOPONNESE







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**HELLENIC SOCIETY FOR SYSTEMIC STUDIES**

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## Welcome Message

On behalf of the Hellenic Society for Systemic Studies (HSSS) we would like to invite you to the 2017 HSSS 13th. National & International Conference, organized under the auspices of the Department of Informatics of the University of Piraeus and the Department of Sports Organization and Management of the University of Peloponnese, which will take place in Sparta, Greece.

The HSSS's annual National and International Conference is held alternately in different cities of Greece in collaboration with and/or under the auspices a local University or Department of a local University or with a contribution of a relevant international or Greek organization.

The main theme of the Conference, is to present the dynamic scientific area of "Systemic Organizational Excellence" with applications in organizations and enterprises across a wide spectrum of both service and production industry sectors.

Given the dynamic nature of this challenging area, Systemics will bridge the gap between theory and practice and will promote the use of effective Methodologies and Multi-Methodologies in managing today's organizational complexity for Stakeholder Engagement.

Our interdisciplinary international community has the scientific systemic tools and powerful specialized software to tackle up-to-date multi-dimensional strategic complex problems and to manage their complexity in different applied areas of practice.

The prominent national and international invited speakers in the scientific program, the exciting professional panels, the professional round table, and the professional workshop, will attract the attention of a large number of our colleagues. Further, the participation of the International Federation for Systems Research (IFSR) members, the International Academy of Systems and Cybernetic Sciences (IASCYS) members, together with renowned consultancy firms of national and international stature, will make this Conference a very successful and memorable one in the history of HSSS Conferences.

Who should attend?

- \* Academics: Communicate your research results with colleagues around the world.
- \* Consultants: Present the power of systems thinking, modeling and simulation in your applied, client-oriented work.
- \* Practitioners: Show modeling and simulation at work in your organizations.
- \* Graduate students: Share your developing research in a constructive environment.
- \* Undergraduate students: Have a good experience within a challenging and professional environment.

Athens is the capital of Greece. Its economy is also supported by manufacturing, trade, services and tourism.

Athens is an ideal place for bringing together colleagues from all over the world to promote and exchange ideas, knowledge and experience for the benefit of both organizations and enterprises in effectively meeting the needs of a challenging international community.

### Chair of the Organizing Committee

Mr. Panayiotis Papaioanou  
University of Piraeus,  
HSSS  
Piraeus, Greece

### Chair of the Scientific Committee

Professor Athanasios Kriemadis  
Dept. of Sports Organization and  
Management,  
University of Peloponnese  
Sparta, Greece

### HSSS President

Professor Nikitas Assimakopoulos  
University of Piraeus

## **Acknowledgements**

*The Board of Directors of the  
Hellenic Society for Systemic Studies  
&  
the Organizing Committee of the  
13th National & International Conference  
would like to thank  
all those who have contributed to  
ensure the conference come to success;  
reviewers, presenters, authors, sponsors,  
support team and other conference assistants.*

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## Brief Program

### Friday 2nd. June, 2017

09:00 – 18:00 Registrations Open  
10:30 – 12:30 Opening Ceremony with Keynote Addresses  
12:30 – 14:00 Welcome Reception  
14:00 – 15:30 Workshops & Parallel Session  
15:30 – 16:00 Coffee Break  
16:00 – 17:30 Workshops  
17:30 – 18:00 Coffee Break  
18:00 – 19:30 Professional Panel, Workshop & Parallel Sessions

### Saturday 3rd. July, 2017

09:00 – 15:00 Registrations Open  
09:00 – 10:30 Parallel Sessions  
10:30 – 12:00 Workshops & Parallel Session  
12:00 – 12:30 Coffee Break  
12:30 – 14:00 Keynote Addresses & Parallel Sessions  
14:00 – 15:00 Light Lunch  
15:00 – 16:30 Workshops & Parallel Session  
16:30 – 17:00 Coffee Break  
17:00 – 18:30 Professional Round Table  
18:30 - 18:45 Closing of the Conference  
20:30 – 02:30 Gala Conference Dinner with dance











## Program Timetable


### Friday 2nd. June, 2017

<b>09:30 – 18:00</b>	<b>Registrations Open</b>
<b>10:30 – 12:30</b>	<b>Opening Ceremony</b>
	<b>Hall: HALL 01</b>
	<b>Opening Ceremony with Keynote Addresses</b>
	<b>Chair: Mr. Panayiotis Papaioanou</b>
	Opening by the Bishop of Monemvasia and Sparta
	Salutation by the President of the HSSS, Professor N. Assimakopoulos
	Salutation by the Chair of the Scientific Committee, Professor Athanasios Kriemadis
	Salutation by the Chair of the Dept. of Sports Organization and Management, Un. of Peloponnese. Professor Antonios Travlos
	CSAP Certification Projects: Distinction
	Salutation
<a href="#"><u>KN-01</u></a>	Presentation of the UES-EUS
	<b>Andree Piecq</b>
<a href="#"><u>KN-02</u></a>	Excellence in Systems Thinking: How Can We Introduce Systems Thinking to People Coming to It for the First Time?
	<b>Gerald Midgley</b>
<a href="#"><u>KN-03</u></a>	Business Ethics for Organizational Excellence
	<b>John Thanopoulos</b>
<b>12:30 – 14:00</b>	<b>Welcome Reception</b>
<b>14:00 – 15:30</b>	<b>Workshops</b>
<b>14:00 – 15:30</b>	<b>Hall: HALL 01</b>
	<a href="#"><u>WS-01</u></a> <b>Workshop 01</b>
	A systemic modelling tool to pilot the Organizations: "the Gyroscope"
	<b>Andree Piecq</b>
<b>14:00 – 15:30</b>	<b>Hall: HALL 02</b>
	<a href="#"><u>WS-02</u></a> <b>Workshop 02</b>
	Systemic Cancer treatment Excellence
	<b>Elior Kinarthy</b>
<b>14:00 – 15:30</b>	<b>Hall: HALL 03</b>
	<a href="#"><u>WS-03</u></a> <b>Workshop 03</b>
	Best Practices in Business Analysis and Software Solutions for the Shipping Industry
	<b>Panteleimon Pantelis</b>
<b>15:30 – 16:00</b>	<b>Coffee Break at HALL 01</b>
<b>16:00 – 17:30</b>	<b>Workshops &amp; Parallel Session</b>

<b>16:00 – 17:30</b>	<b>Hall: HALL 01</b>
 <b>WS-04</b>	<b>Workshop 04</b>
	Corporate Governance
	<b>John Thanopoulos</b>
<a href="#">WS-04.01</a>	Corporate governance as a leading factor of sustainability: A path of the Ethical Corporate Culture in the 21st century
	<b>Caminis D., Thanopoulos J., Pekka-Economou V.</b>
<b>16:00 – 17:30</b>	<b>Hall: HALL 02</b>
 <b>WS-05</b>	<b>Workshop 05</b>
	Destination Management in Practice
	<b>Sotirios Varelas</b>
<b>16:00 – 17:30</b>	<b>Hall: HALL 03</b>
 <b>EA-01</b>	<b>Organization Development and Finance</b>
	<b>Chair: Travlos A., Dimitropoulos P.</b>
<a href="#">EA-01.01</a>	Sport Psychology and Organizational Change Management: Marriage on terms!
	<b>Travlos A.</b>
<a href="#">EA-01.02</a>	The impact of religiosity and gender diversity on banks economic risk: A panel data econometric approach
	<b>Dimitropoulos P.</b>
<a href="#">EA-01.03</a>	Corporate governance, investment in player contracts and financial performance in football clubs: A panel data econometric analysis
	<b>Dimitropoulos P., Scafarto V.</b>
<a href="#">EA-01.04</a>	Conditions of the development of Sport in Local Government
	<b>Stella A., Zirinis P., Marinaki R.</b>
<a href="#">EA-01.05</a>	Strategic HRM in Event Organizations
	<b>Drakopoulou C., Antonopoulou P.</b>
<b>17:30 – 18:00</b>	<b>Coffee Break at HALL 01</b>
<b>18:00 – 19:30</b>	<b>Parallel Sessions</b>
<b>18:00 – 19:30</b>	<b>Hall: HALL 01</b>
 <b>EA-02</b>	<b>Strategic Organizational Excellence</b>
	<b>Chair: Kriemadis A.</b>
<a href="#">EA-02.01</a>	Excellence in Managing Sport Organizations
	<b>Kriemadis A., Koronios K., Papaioannou A., Sioutou A., Avgerinou V., Kourtesopoulou A.</b>
<a href="#">EA-02.02</a>	Leadership and teamwork competencies as major contributors to professional sports performance excellence
	<b>Kourtesopoulou A., Kriemadis A., Papaioannou A., Sioutou A., Avgerinou V.</b>
<a href="#">EA-02.03</a>	Comparing Leadership Preferences among Generations in Sport Organizations: Evidence from Greece
	<b>Koronios K., Mavromati M., Kriemadis A., Gkatsis G., Leivaditi E.</b>
<a href="#">EA-02.04</a>	Restructuring the Public Administration in the period of Economic Crisis
	<b>Chronopoulou G.</b>
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 <b>EA-03</b>	<b>HealthCare and Public Sector</b>



	<b>Chair: Giannakou S.</b>
<a href="#">EA-03.01</a>	A systemic perspective for the development and implementation of bench-learning schemes to European Medicinal Agencies
	<b>Giannakou S., Assimakopoulos N., Varsos D.</b>
<a href="#">EA-03.02</a>	Systemic Approach of the action for the prevention and management of overweight and obesity in childhood and adolescence in Greece
	<b>Kassari P., Papaioannou P., Charmandari E.</b>
<a href="#">EA-03.03</a>	The Use of System Dynamics and the DCSYM Systemic Methodology in the Public Sector entity "EYTYKA"
	<b>Kontoes A.</b>
<a href="#">EA-03.04</a>	Emergent Uses of Social Media During Social Crises.
	<b>Drakos I.</b>
<a href="#">EA-03.05</a>	Implementation of COSO – ERM in General Interest Companies in Greece: A Systemic approach.
	<b>Drakos I.</b>
<b>18:00 – 19:30</b>	<b>Hall: HALL 02</b>
 <b>EA-04</b>	<b>Business Organizational Excellence</b>
	<b>Chair: Papaioannou P.</b>
<a href="#">EA-04.01</a>	Integrating the context and the processes of the organization into a systemic whole in order to address risk assessment and other issues in an ISO 9001 Management System
	<b>Papaioannou P.</b>
<a href="#">EA-04.02</a>	Systemic Approach of a Small Business
	<b>Patrikalaki E.</b>
<a href="#">EA-04.03</a>	Systemic Methodologies in Consumer's Behavior
	<b>Mavrou M. E.</b>
<a href="#">EA-04.04</a>	Digital Forensics & Incident Response: Preserving the Chain of Custody with DCSYM Analysis
	<b>Mantas N.</b>
<a href="#">EA-04.05</a>	The use of DCSYM Systemic Methodology in Inditex Hellas: designing the current structure, improving the functionality and comparison among designs.
	<b>Kontolitu E.</b>
<a href="#">EA-04.06</a>	The DCSYM Systemic Methodology for Inter-Departmental Effective Communication in a Printing Company
	<b>Maraki I.</b>

### Saturday 3rd. June, 2017

<b>09:00 – 15:00</b>	<b>Registrations Open</b>
<b>09:00 – 10:30</b>	<b>Keynote &amp; Parallel Sessions</b>
<b>09:00 – 10:30</b>	<b>Hall: HALL 01</b>
 <b>EA-05</b>	<b>Business Process Modelling</b>
	<b>Chair: Sakellaris E.</b>

<a href="#">EA-05.01</a>	Systems Approach to Document Management <b>Sakellaris E.</b>
<a href="#">EA-05.02</a>	Systemic Approach of Human Resources Planning as Strategic Tool for the Development of the Companies <b>Doukas P.</b>
<a href="#">EA-05.03</a>	Business Process Re-Engineering: The use of CRM Systems <b>Miaris A., Assimakopoulos N.</b>
<a href="#">EA-05.04</a>	The use of CRM Business Processes: A case study in Corfu Sunspots Tourist Agency <b>Riggas A., Miaris A.</b>
<a href="#">EA-05.05</a>	Business Dynamics for a Pharmaceutical Company with the use of Business Model Canvas, Systemic Methodologies and their relevant software: DCSYM, VENSIM, FORIO <b>Mahmudi N.</b>
<b>09:00 – 10:30</b>	<b>Hall: HALL 02</b>
 <b>EA-06</b>	<b>Business Process Modelling (II)</b> <b>Chair: Charalambous N.</b>
<a href="#">EA-06.01</a>	Systemic Approach To Private Insurance And The Impact Of Risk Management <b>Charalambous N.</b>
<a href="#">EA-06.02</a>	The use of the Business Model Canvas on Dynamic Monitoring of Facebook's Business Plan <b>Pylalis D.</b>
<a href="#">EA-06.03</a>	The use of the Business Model Canvas on Dynamic Monitoring of IKEA's Business Plan <b>Chatzigianni E.</b>
<a href="#">EA-06.04</a>	The Use of DCSYM Systemic Methodology in an International Insurance Company <b>Papadopoulou E.</b>
<a href="#">EA-06.05</a>	How far and how deep can innovation be introduced and absorbed in the (present) market? <b>Vlassis P., Mpitsi M., Tzamour T.</b>
<b>09:00 – 10:30</b>	<b>Hall: HALL 03</b>
 <b>KN</b>	<b>Chair: Stathatos N.</b>
<a href="#">KN-04</a>	Complexity, Systems Thinking and ICTs <b>José Pérez Ríos</b>
<b>10:30 – 12:00</b>	<b>Workshop &amp; Parallel Sessions</b>
<b>10:30 – 12:00</b>	<b>Hall: HALL 01</b>
 <b>WS-06</b>	<b>Workshop 06</b>
<a href="#">WS-06.01</a>	Inside the numbers: intangible resources and firm performance <b>Koumanakos E.</b>
<a href="#">WS-06.02</a>	Foreign football player mobility in Greece <b>Dimitropoulos P.</b>
<a href="#">WS-06.03</a>	Talent management in youth sports. The case of Promitheas Patras. <b>Limperopoulos V.</b>

<b>10:30 – 12:00</b>		<b>Hall: HALL 02</b>
	<b>EA-07</b>	<b><i>Sport Strategic Management</i></b>
		<b><i>Chair: Kriemadis A.</i></b>
<a href="#"><u>EA-07.01</u></a>	Sport Business Excellence: A Systemic Approach	
	<b><i>Papaioannou A., Kriemadis A., Kourtesopoulou A., Sioutou A., Avgerinou V.</i></b>	
<a href="#"><u>EA-07.02</u></a>	Excellence in Managing Sport Organizations	
	<b><i>Kriemadis A., Koronios K., Papaioannou A., Sioutou A., Avgerinou V.</i></b>	
<a href="#"><u>EA-07.03</u></a>	TQM and Sports	
	<b><i>Sioutou A., Kriemadis A., Papaioannou A., Kourtesopoulou A., Koronios K.</i></b>	
<a href="#"><u>EA-07.04</u></a>	A Systems Approach for the Organizational Excellence in a Public Secondary School	
	<b><i>Katsipis M.</i></b>	
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	<b>EA-08</b>	<b><i>Strategic and Operations Management</i></b>
		<b><i>Chair: Douvis I., Antonopoulou P.</i></b>
<a href="#"><u>EA-08.01</u></a>	Business Excellence Models and Information Systems Evaluation Models: A comparative approach	
	<b><i>Katsanakis I.</i></b>	
<a href="#"><u>EA-08.02</u></a>	Revisiting effective organizational measures to maximize utilization of mega sport venues	
	<b><i>Vrondou O., Douvis I., Katsoni V.</i></b>	
<a href="#"><u>EA-08.03</u></a>	Optimizing the UEFA brands through the introduction of social responsibility constructs as dimensions of successful brand building and safeguarding.	
	<b><i>Douvis I., Kyriakis V., Vrondou O., Papagiannopoulou Ch.</i></b>	
<a href="#"><u>EA-08.04</u></a>	Touristic Development in terms of Sustainability: Identifying the Extrovert Identity of Piraeus	
	<b><i>Sirou S., Antonopoulou P.</i></b>	
<a href="#"><u>EA-08.05</u></a>	New Training Methods and Good Practices: E-learning	
	<b><i>Oikonomou I., Kioussis A.</i></b>	
<b>12:00 – 12:30</b>		<b>Coffee Break at HALL 01</b>
<b>12:30 – 14:00</b>		<b>Keynote Addresses &amp; Parallel Sessions</b>
	<b>KN</b>	<b>Hall: HALL 01</b>
		<b><i>Chair: Varsos D.</i></b>
<a href="#"><u>KN-05</u></a>	A Conceptual History of Structural Modeling	
	<b><i>Dye K.</i></b>	
<a href="#"><u>KN-06</u></a>	“Democratic” voting often produces inferior solutions when striving for Organizational Excellence in corporate, political or other forms of governance	
	<b><i>Laouris Y.</i></b>	
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	<b>EA-09</b>	<b><i>Business Process Modelling</i></b>
		<b><i>Chair: Alexiou I.</i></b>
<a href="#"><u>EA-09.01</u></a>	Digital transformation of organization in a unstable environment: The need of systemic methodologies for a smooth transition and development of organization	

	<b>Alexiou I., Fasoulas S., Patsi D.</b>
<a href="#">EA-09.02</a>	Achieve Organizational Excellence through systemic approach in leadership
	<b>Fasoulas S., Patsi D., Alexiou I.</b>
<a href="#">EA-09.03</a>	DCSYM and SWOT Analysis as Tools of Process Recording in a fictional Driving School An Overview of the past improvements and upcoming new methodologies that are to be used
	<b>Stathatos N.</b>
<a href="#">EA-09.04</a>	Systemic Approaches to Strategic Planning for Optimization of the Organizational Structure of a construction company
	<b>Bratitsis M.</b>
<a href="#">EA-09.05</a>	Design and implementation of an intelligent Energy Management system in retail stores
	<b>Karampatos G.</b>
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	<b>EA-10 Creativity and Innovation</b>
	<b>Chair: Charalambous N.</b>
<a href="#">EA-10.01</a>	Architecture & Modern Physics
	<b>Iovita V.</b>
<a href="#">EA-10.02</a>	Mergers and Acquisitions in Banking Sector
	<b>Malagkoniari M.</b>
<b>14:00 – 15:00</b>	<b>Light Lunch, HALL 01</b>
<b>15:00 – 16:30</b>	<b>Professional Panel &amp; Workshop</b>
<b>15:00 – 16:30</b>	<b>Hall: HALL 01</b>
	<b>PP-01 Stakeholders are the major complexity enhancers in Project, Program and Portfolio Management: How can Systems Approach help Dealing with this Complexity?</b>
	<b>Chair: Giotis T., Chatzipanos P., Papaportfyriou P.</b>
<b>15:00 – 16:30</b>	<b>Hall: HALL 02</b>
	<b>WS-07 Workshop 07</b>
	Live demonstration of the majority taking "wrong" decisions
	<b>Laouris Y., Dye K.</b>
<b>16:30 – 17:00</b>	<b>Coffee Break</b>
<b>17:00 – 18:30</b>	<b>Professional Round Table</b>
	<b>Hall: HALL 01</b>
<b>PRT</b>	<b>A Systems Approach to Organizational Excellence</b>
	<b>Chair: Varsos D.</b>
	<b>Contributors</b>
	Gerald Midgley
	Yiannis Laouris
	Kevin Dye
	John Thanopoulos
	Andree Piecq
	Elior Kinarthy
<b>18:30 – 19:00</b>	<b>Closing of the Conference</b>
	<b>Hall: HALL 01</b>
<b>20:30 – 02:30</b>	<b>Gala Conference Dinner with dance</b>





# Scientific Events

## **KN-01**

### **Presentation of the UES-EUS**

**Andree Piecq**

#### **EXTENDED ABSTRACT**

Short presentation of the UES-EUS to the 13th HSSS National and International Conference.

## **KN-02**

### **Excellence in Systems Thinking: How Can We Introduce Systems Thinking to People Coming to It for the First Time?**

**Gerald Midgley**

Hull University Business School  
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#### **EXTENDED ABSTRACT**

Critical Systems Thinking (CST) is now nearly thirty years old. It was first launched in response to a major paradigm war between “hard” (objective modelling) and “soft” (intersubjective dialogue) approaches. CST authors argue for methodological pluralism: the central idea is that no single methodology can do everything that the practitioner might need, so drawing creatively from a range of methodologies can enhance the flexibility and responsiveness of systems practice. While at first both “hard” and “soft” systems thinkers objected to this approach, CST has largely won the argument because it’s difficult to deny the value to practice of mixing methods from diverse sources. However, thirty years on, we are now seeing a negative side-effect of methodological pluralism: because different methodologies offer fundamentally different understandings of “system”, it becomes impossible to say what “systems thinking” is in a two minute conversation with a manager or policy maker coming to it for the first time. To show respect to the diversity of systems approaches would require the manager to take on board four or five different understandings of system by listening to an hour-long presentation, and this is an unreasonable expectation of someone who just wants to know if it’s worth finding out more. Conversely, it’s possible to give a two-minute definition of systems thinking if we pretend that there is only one worthwhile methodology (e.g. we could present System Dynamics or Soft Systems Methodology as the whole of systems thinking), but this is dismissive of the diversity of systems ideas and can trap newcomers into a narrow area of practice. Neither of these are acceptable ways to introduce systems thinking to people coming to it for the first time. So can we address this problem? I will argue that there is a new theory of systems thinking that is not only simple enough to communicate in a two-minute conversation, but offers the potential to organize the diversity of systems approaches to give people a map of the field. Thus, the curious manager or policy maker can get an instant grasp of some “basics”, and if he or she wants to explore further, the theory can lead into deeper explorations of a diversity of ideas. I suggest we have gone as far as we can in welcoming the diversity of systems perspectives, and now it’s time for us all to accept a simple “story” of what systems thinking is. If we fail to embrace this kind of simple story, we will forever be hampered in our attempts to “mainstream” systems thinking and practice.

**Keywords:** Critical Systems Thinking

## **KN-03**

### **Business Ethics for Organizational Excellence**

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#### **EXTENDED ABSTRACT**

The purpose of this address is to highlight that organizational excellence is a function of a sound code of corporate governance that has as its central point a thoroughly developed business ethics document.

Starting point of this presentation are two elements of the employee-a major stakeholder of the corporation: (a) The potential enslaving of the modern IT person and (b) the enterprising focus towards her employment happiness. After a discussion of elements like "meaning of life" or "truth" or "best places to work for", this address is centered to the main issues that relate to corporate governance and business ethics.

The conclusion is that the leaders of modern business should enhance their education through self-actualization and social betterment behavior by combining management and philosophy life-long study.

**Keywords:** Business Ethics, Organizational Excellence

## **KN-04**

### **Complexity, Systems Thinking and ICTs**

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#### **EXTENDED ABSTRACT**

The complexity that organizations in general, and companies in particular, have to face is enormous. This complexity is generated by the multiple interactions between economic, demographic, political, ecological, sociological, etc. issues. This poses a challenge to decision makers (managers, leaders, etc.) to cope with this complexity if they want to properly govern their organizations. Among the various types of complexity, we will mainly focus in three. The first (dynamic complexity) is related to whether their decisions will produce the desired effects. If the number of variables in interaction is big and if the effects of changes in those variables require time to occur (e.g., there are delays in the impact of a variable on other variables), how can decision makers assess the multiple effects of their decisions? A second type (complexity in group decision making) is associated to how different decision-makers can decide together, how can they communicate with each other to share their individual knowledge and generate group knowledge. A third type of complexity is related to the structural and functional design of organizations. To these examples of complexity aspects that affect decision-makers we must add the accelerated technological change (particularly intense and profound in Information and Communication Technologies) and the much shorter reaction time available to face such changes. The field of systemic thinking has developed multiple approaches to address these types of complexity. We will focus on Forrester's System Dynamics and Beer's Organizational Cybernetics because, being highly complementary, they can deal with the dynamic, structural and group decision making complexity, and on how Information and Communication Technologies (ICTs) could improve decision making in this context.

**Keywords:** Complexity, Systems Thinking, ICTs

## **KN-05**

### **A Conceptual History of Structural Modeling**

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#### **EXTENDED ABSTRACT**

In adopting the principle of organization, rather than reductionism, Systems Science searches for structural isomorphisms across systems. Interpretive Structural Modeling (ISM) was developed to enable groups to robustly inquire about structural interdependencies. By structure we mean the study of form independent of the particular attributes of the things that make them up. Identifying forms is the basis for identifying isomorphisms. ISM is a knowledge elicitation technique employed in system identification, problem formulation, and action planning. The core of ISM are algorithms which simplify systems modeling by focusing on one relationship at a time and inferring other relationships based on a group's assertions. ISM integrates concepts such as the Theory of Relations, Graph Theory, Set Theory, Binary Matrices, Field Theory, Boolean algebra, Formal Languages, Semiotics, and Abductive Logic. Each constituent of ISM is part of a rich history of ideas. This presentation considers the broad set of influences which led to the development of ISM, the ideas that were brought together, and the direction of future work.

**Keywords:** Reductionism, Isomorphism, Interdependencies, Abductive



## **KN-06**

### **"Democratic" voting often produces inferior solutions when striving for Organizational Excellence in corporate, political or other forms of governance**

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#### **EXTENDED ABSTRACT**

Majority rule is a key characteristic of democracy. It is postulated that a majority will be right more often than it will be wrong, and that the majority will also be right more often than an individual or small group will. While the majority's decisions will usually be more, rather than less, satisfactory, democracy does admit the possibility of mistakes: it is possible that "wrong" or less satisfactory decisions will occasionally be taken.

Over the past few years, insightful, prudent citizens witness many striking examples in which the opinion of the many appears to be wrong, and/or unwise: e.g., Brexit, Swiss immigration referendum, Trump and several European elections phenomena, etc.

We will present an overview of on-going work in which data from a few dozen Structured Democratic Dialogues is analysed to test the "Uncorrelated Extremes" study (Kapelouzos 1989), the "Talk Matters" Hypothesis (Estlund 1997), the Valence Hypothesis (Habermas 1990), and a number of new hypotheses developed in our Lab. Preliminary results challenge 21st century democracy on the ground that citizens are expected to make choices without sufficient prior deliberation.

Examples from many domains will be presented, including organisational, economic, scientific and socio-political.

**Keywords:** Organizational, Socio-Political, Systemic

## **KN-07**

### **Evaluation of Knowledge Management Processes using Fuzzy Logic**

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#### **EXTENDED ABSTRACT**

Intentionally or unintentionally, Knowledge Management (KM) has always been an integral part of our daily work activities and routines. Organizations that have implemented or practiced KM formally have clear initiatives and processes in place to leverage their knowledge resources. KM processes are activities that deal with both explicit and tacit knowledge, and they include acquiring, creating, utilizing, codifying, storing and sharing knowledge, to name a few. In order to monitor and keep track of an organization's KM processes, they need to be evaluated so that they can be continuously improved. However, it is difficult and challenging to quantify the performance of these processes due to their qualitative, fuzzy, vague and indeterminate nature. As a means to address this problem, this study proposed a fuzzy logic approach to evaluate KM processes. It comprised five simple steps and it was computed and executed using the MATLAB software. A hypothetical example was used to demonstrate the mechanism and applicability of the evaluation approach. In essence, the fuzzy sets, membership functions, fuzzy rules and number of metrics used in the evaluation approach could be changed and fine-tuned to suit an organization's needs and requirements.

**Keywords:** Knowledge Management, MATLAB, fuzzy logic

## **WS-01**

### **A systemic modelling tool to pilot the Organizations: "the Giroscope"**

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#### **EXTENDED ABSTRACT**

This article presents a modeling tool: the "Girocope".

It assesses the functioning of organizations in order to manage them all their live.

It is both a theoretical and operational model. It has been verified for over 20 years.

To carry out interventions with this methodology:

1. Make the demand analysis: the first step in any intervention.
2. Use the 12 guiding principles: member system/ subsystems, purpose, totality, circularity, reception of information, information transmission, rules, boundaries, feedback, homeostasis, equifinality.
3. Analyze the organization' contexts
4. Follow its evolution over time
5. Observe: verbal / non-verbal language, interviews with members of the organization, relationships between elements (members, sub systems), working documents of the organization, study of contexts, statistical and financial documents etc.
6. Define the style of the relationships between the different elements of the organization.
7. Observe the interactions between the elements of the organization; between the guiding principles between them and with the elements of the context. They form the structure of the organization
8. Decode the operating rules of the organization (phenomenological and mythical)
9. Develop hypotheses the first step towards the intervention.
10. Validate these hypotheses using concrete questions and behavioral observation.

11. Make emerge and to elaborate the finality of the intervention which is declined in goals (long term), in objectives (middle term) and in actions (short term), that make operational the objectives set up to achieve the goal (the mission). These three levels are interdependent and necessary to prioritize objectives and actions.

12. Establish the diagnosis of the organization's functioning taking into account logical levels (micro, meso, and macro). Three diagnostics are possible organization operative, non-operative and oscillating.

13. Develop strategies to manage the structure of the organization (interactions of the guiding principles with each other and with the elements of the context). If the structure is not modified the organization reaches the state of change 1 (cf. Watzlawick). This strategy is called adjustment, it does not modify the interactions that exist between the elements but modifies the content. The structure is modified and reaches the state of change 2 (see Watzlawick). This strategy is called mutation and it modifies the interactions between the elements.

Organizations during they live go through crises and a new diagnostic must be done. All the pilots must be able "to re-establish the trajectory" of the organization by using "the circular analysis " which, through an infinite spiral of hypotheses, questions, reflections, allows to elaborate changes, or to stay in a homeostatic state.

**Keywords:** model, organizations, structures, strategies, interactions, changes

## **WS-02**

### **Systemic Cancer treatment Excellence**

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#### **EXTENDED ABSTRACT**

There are two complementary structures of system development in cancer treatment excellence: A well known traditional Reductionist function where a gestalt system called a human patient is reduced to a treatment for a malignant tumor and a less known Holistic function where a gestalt system called human patient is treated as a whole. Cancer medicine has developed mostly along the reductionist line: A Field-Independent view of tumor diagnosis, treatment, prognosis and feedback. Thomas C.L. Wong, Chair of Health and System Thinking, International Society for the Systems Sciences (ISSS), says, "Reductionist medicine has been analyzed with the incomplete scientific theory for logical explanations about its medical theory and practice, resulting in confusion and misunderstanding."

The purpose of my study is to begin integrating the two complementary structures involved in the treatment of cancer. The goal is to develop a successful Cancer Treatment System that would integrate the holistic and reductionist structures. This study is a continuation of an original 15-year case study called, "Fundamental Shift in Cancer Management Program" presented at the 59th International Society for the Systems Sciences (ISSS) Symposium in Berlin on August 2-7, 2015. The case study uses ideas from Nobel laureate Daniel Kahneman's "System 1 and System 2" decision making process (Thinking, Fast and Slow, Doubleday, Canada, 2011). System 1 and 2 thinking is used for adjusting a doctor's orders to best fit the patient's treatment needs and expectations.

The success of the new treatment system in curing cancer depends on early and successful application of reductionist and holistic theory to develop an effective integrated structure for cancer treatment of a single patient. This necessitates the intervention of a highly trained skilled cancer advocacy nurse (CAN). Her/his job description is to recommend adjustments to external medical applications in surgery, radiation, hormone treatment and chemotherapy, that best fit a patient's needs and expectations. These external field independent treatment adjustments acquire balance and inclusiveness to succeed. Balance and inclusiveness are achieved by external reductionist treatments being coordinated with internal holistic immunotherapy treatments, a complete patient oriented field system.

The immunotherapy interacting parts are dendritic therapy, hyperthermia and IV infusion. This provides the balance and inclusiveness needed for the system to work. Remission, even cure of cancer, must by definition involve strengthening lymphatic functions, natural killer cells, T cells, B cells and dendritic white blood

cells, with minimum side effects to the patient. Most side effects come from external treatments. The more effective, side effect free, internal immune system of the patient is balanced against the less effective, side-effect laden, external reductionist treatments that kill cancer cells directly on contact. Samples of treatment inclusiveness recommended by a nurse advocate for the patient may be Zoladex, Lupron, Casodex and Flutamine, hormone therapy, Proton or Photon radiation treatments, chemical castration or prostatectomy, various IV infusions, MRI or CAT scan, or both immunotherapy and chemotherapy.

**Keywords:** Holistic, Reductionist, Case Study, Cancer, Immunotherapy



## **WS-03**

### **Best Practices in Business Analysis and Software Solutions for the Shipping Industry**

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#### **EXTENDED ABSTRACT**

During this workshop we will discuss the issues and complexities that software companies are facing on a daily basis. Focusing on the shipping industry, we will elaborate on how task oriented ERP solutions can help software companies better deal with these issues, better serve their needs while at the same time achieving increased overall efficiency.

The session will include a presentation and a theoretical part, but also a short demo to better illustrate what will be presented and help to understand better how these solutions can be embedded and applied to provide solutions for the shipping companies. Questions and answers can of course also help in that direction since an open discussion is always useful in the context of such workshops.

The cost structure of software companies can be quite complicated. Various aspects need to be taken into consideration and it is not rare for some companies to even find themselves in a situation where they completely leave out crucial factors that play a major role in accurately evaluating costs. We will elaborate on what is the lifecycle cost of a software company and see how one should estimate the resources that are needed to develop a new product.

The shipping industry is new to computers and getting sailors to firstly understand and eventually use computers can be hard to accomplish; a new approach to software development is required that will allow the novice users to learn how to work with computers. Shipping is a highly regulated industry with a lot of bureaucracy and paperwork with different regulatory bodies involved in auditing the ships. Without software this becomes cumbersome and unwieldy; Ulysses has provided a solution that solves these problems.

**Keywords:** Business Analysis, Software Solutions, Shipping Industry

## **WS-04**

### **Corporate Governance**

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### **EXTENDED ABSTRACT**

The issues of corporate governance, as we teach them today, are relatively new. Consider that only in 1974, Max Wazarsley wrote a very revealing of the new era of business practices article entitled "Business faces growing pressures to behave better". Consider that special editions on a "Best Company to Work For" appear annually in the Fortune for only the last twenty years. Also consider that applications of codes of corporate governance appear in all sorts of organizations, private or public, for profit or non-profit and that even governments have adopted similar approaches. For example, the USA government produced on December 16th, 2016 its "Action Plan" on Responsible Business Conduct.

In this workshop we invite presentation of papers and thoughts of researchers who wish to educate our audience on how and why corporate governance and business ethics codes were developed, their implications for the corporate management, elements that should be included in similar codes, aspects that relate to the different local cultures and respective legal determinations, as well as, to related key words like the era of global business, 21st century realities, cross-cultural adaptation, managerial philosophical evolution, responsible business conduct, corporate governance, business ethics, best places to work, managerial self-actualization and case studies on organizations that developed sound corporate government codes.

**Keywords:** Corporate, Governance

## **WS-04.01**

**Scientific Areas:** Organizational Behaviour, sustainability

### **Corporate governance as a leading factor of sustainability: A path of the Ethical Corporate Culture in the 21st century.**

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#### **EXTENDED ABSTRACT**

**Purpose** – This paper sets out to investigate the probity of Corporate Governance nowadays and the effectiveness of corporate best practices, corroborating evidence in ethical value and strengthening the operational performance. Consequently, it will set out the significant importance of best practices in compliance with corporate ethical standards. By all meanings, the ethical conduct will contribute to the growing importance of sustainability in the socio-cultural and macroeconomic environments. Besides, the ethical conduct of corporations in the global world is a leading key factor that determines organizational culture and a contemporary valuable model of corporate's organizational culture and continuing development and growth.

**Design/methodology approach**– A critical review article setting out the corporate governance heterogeneous framework, unfolding multiple socioeconomic mutations. Following, a synthesis of various academic resources and an overview of relevant critical review articles will conduct to a conceptual framework of the ethical corporate culture that leads to a sustainable model of integrity. This article will reveal the virtue of ethical behavior in the organizational culture that results in an inductive approach to corporate performance and overall viability.

The main aspect of the article will focus on the hypothesis that Corporations are mainly designate by their cultural status and therefore a cross-cultural research will have significant attention than their formal or legal corporate status. Despite the era of globalization, differences in corporate structures among the advanced economies of the word always persisted, due to the difference in nature of firms and markets, in culture, ideologies and political orientation. The ultimate edition of 2017 Factbook, issued by the Organization for Economic Co-operation and Development (OECD) considers Good Corporate Governance that is grounded in business integrity for long-term productive investments. During this period of economic uncertainty, the right path to a Social balance is corporate accountability, reconsidering the shared value of a social ethical conduct.

**Findings:** The analysis has shown a convergence of the conformance and performance on the ethical framework, redefining corporate governance, leveraging corporate culture through Good Corporate Governance, protecting the economic uncertainty of our social and cultural web. Corporate Ethical conduct is the stimulation of a new strategic thinking and the implementation of ethical policies taking into consideration national regulations. Ethical governance is providing strength to the modern corporation by establishing a trustworthy business model for the prosperity and sustainability in our global environment.

Conclusions: We have provided further evidence that fundamental principles of ethical conduct are challenging for the Corporate entity and requires great practical consideration for the contribution to social cohesion and long term sustainability. These observations have possible implications for research in a common path, of a unique flagship approach of the European National Union Corporate Governance, to be estimated from the policy makers, academics, and practitioners.

**Keywords:** business ethics, corporate culture, corporate governance, integrity, organizational culture, sustain

## **WS-05**

### **Destination Management in Practice**

**Sotirios Varelas**

#### **EXTENDED ABSTRACT**

The workshop introduces the participants to the process of leading, influencing and coordinating the management of all the aspects of a destination that enriches a visitor's experience, taking into account the needs of visitors, local residents, businesses and the environment. This workshop will examine key concepts, processes and practices in destination management and marketing, based on the case study of the Region of Peloponnese.

**Keywords:** Destination Management

## **WS-06**

### **Human capital investment and talent management, towards innovation and organizational excellence**

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#### **EXTENDED ABSTRACT**

The issue of human capital (HC) of corporations and organizations has received increased attention by academic researchers and practitioners over the last decade, since it is considered as their knowledge-based equity. The main reasons for this shift of interest to intangible corporate resources were the need to address the interests of all stakeholders and assess the efficiency of the organization, which was not possible by focusing only on traditional corporate assets. In addition, since modern economies are based heavily on knowledge transfer, corporations need to develop information systems that are able to evaluate evolutions in knowledge acquisition, talent management and intangible resources (such as employees' knowledge and experiences, firm reputation, trademarks, etc.), which in turn can enhance the value and prospects of the firm. Several researchers consider HC as the hidden value of the firm which escapes from the financial statements but on the contrary is of crucial significance because it can assist organizations to gain a competitive advantage. Practically, HC includes skills, competencies, talents, knowledge and abilities of employees, which contribute to research and development (R&D) activities, organizational procedures, systems and corporate decisions. The scope of this workshop is to present the issue of human capital investment and talent management thoughts various lenses and paradigms, shedding further light on the importance and increased significance of human resources for modern organizations.

**Keywords:** Human, Investment, Evolution, Sports



## **WS-06.01**

### **Inside the numbers: intangible resources and firm performance**

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#### **EXTENDED ABSTRACT**

A central goal of organization science is to discover the determinants of firm performance. This study uses the Greek business setting for evaluating empirically the importance of intangible resources in firm success. The study sample comprises all Greek corporations and covers the period 2004-2015 which, as it is well known, was characterized by tremendous macroeconomic fluctuations. Results are strongly supportive of the significance of intangible resources in both recession and expansion phase of the economy revealing that the more a firm invests in intangibles the more profitable it becomes. We consider that this study improves understanding of intangible's crucial role in modern economies and has also implications for policymakers in designing effective policies to foster investments in intangibles.

**Keywords:** Intangibles, human capital, Greek businesses.

## **WS-06.02**

### **Foreign football player mobility in Greece**

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#### **EXTENDED ABSTRACT**

Football players' migration has been on the agenda of academic research for several years. Greece is among the top receiving countries of foreign football players in Europe despite the fact that the Greek championship is not highly competitive as other European leagues and the financial status of the Greek football clubs is not prosperous at all. The scope of this paper is to provide some initial evidence regarding the flow of foreign football players in the Greek professional top division championship and examine possible wage differential between natives and migrant athletes, as evidenced in other European countries (Italy, etc.). The study analyzed an extensive and unique database of all migrant and local athletes that participated in the professional Greek football championship over the period 2001-2013 and performed descriptive analyses on players' wage, market values of their contracts and players' actual minutes of participation on official games. Descriptive evidence suggests that football player migration has increased significantly from 2001 until 2013 yet the relative numbers of foreign athletes are lower than their natives' counterparts. However, foreign athletes are utilized more by their coaches since they have more actual minutes of participation on clubs' official matches and earn higher income than the native football players. These findings provide support to several voices arguing on the crowding out effect of native athletes by migrants.

**Keywords:** Football players, migration, wages, Greece

## **WS-06.03**

### **Talent management in youth sports. The case of Promitheas Patras.**

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#### **EXTENDED ABSTRACT**

The purpose of this paper is to examine the process used by a basketball club (Promitheas Patras) in order to find, recruit and develop young athletes. Given that talent - especially in sport - is extremely rare, sport clubs have to create a detailed process so that they can attract talented athletes (in accordance with amateur sport regulations) & develop those athletes by helping them reach their potential in order to improve the in-court performance of the club in the years to come. Promitheas Patras developed a full scholarship program for young athletes, called "Νους" (Intellect), in order to create a systematic improvement process for basketball players of young age.

**Keywords:** Basketball, youth sports, talent management, Promitheas Patras

## **WS-07**

### **Live demonstration of the majority taking "wrong" decisions**

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### **EXTENDED ABSTRACT**

Each participant will be asked to provide and explain one proposal to resolve a challenge relevant to the subject of the conference. When all proposals are collected, the participants will be given 3 votes and asked to vote for the proposals they consider as the most appropriate to address the challenge. They will subsequently engage in a relational inquiry using the Interpretive Structural Modeling algorithm in order to structure their proposals according to the influence that one proposal exerts on another. The process will demonstrate that the winner proposals from the voting are not identical with the ones they will collectively discover as the most appropriate to address the particular challenge.

**Keywords:** "wrong" decisions, live demonstration

## **WS-08**

### **Changing the Business Ecosystem: Cloud Apps**

**Stratos Zervas**  
Business Cloud

#### **EXTENDED ABSTRACT**

Technology is evolving, disrupting one business model after the other. Just as the internet came and revolutionized the presence of every business, today a new revolution is in force leaving businesses around the world only one choice. Either to ride the cloud or ride home.

As it happened before when the internet era began, nowadays cloud computing is changing the business level playing field, giving 'unfair' advantages for early adapters to grow. So there are only three paths for any enterprise. Adapt early and benefit, adapt late and lose opportunities or drive yourself out of business. In order to understand the Cloud, it is important to understand what can exactly be called a Cloud. So join this workshop to talk about the drivers and challenges of the cloud and how could be adapted on your business.

**Keywords:** Business Ecosystem, Cloud Apps

## **PP**

### **Lean and Agile as Organizational Excellence Drivers**

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#### **EXTENDED ABSTRACT**

Business Drivers. Business Excellence. Terms that have become management buzzwords. If you ask managers what has to be done you will most probably hear "We must identify these business drivers, whether it is a resource, process or condition, maximize them to achieve Business Excellence". If you care enough to ask for clarifications then you will hear something like "Superior Products, Technological Innovation, Excellent Marketing etc". Now you get it, you asked about a buzzword and you got another buzzword for an answer.

Let's be fair; YES Superior Products, Technological Innovation and Excellent Marketing are business drivers and if we had them in our company we could achieve Organizational Excellence. But how do we get them? What drives these drivers? How do you identify them in complex organizations? Is there a bulletproof methodology that can help you? A "silver bullet" maybe?

As it turns out, in most cases, it all boils down to organizational culture, people and processes. Not just organizational culture, not just people, not just processes. Organizational culture and people and processes. Lean and Agile tackle all three of them, combine these into a cohesive whole and act as the underlying Organizational Excellence Drivers.

**Keywords:** Lean, Agile, Organizational Excellence Drivers

## **PRT**

### **A Systems Approach to Organizational Excellence**

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#### **EXTENDED ABSTRACT**

Organizational excellence refers to ongoing efforts to establish a framework of standards and practices that is intended to engage and motivate employees to deliver products and services that fulfill customer requirements, within business expectations. There are a number of interdependent elements that, when articulated as a unity, help to develop a well-structured, customer-oriented organization. These are: strategic planning (that includes quantifiable objectives and goals, which are cascaded both vertically and horizontally); management systems (that assess/mitigate risks, augment the performance capacity of the organization's sociotechnical infrastructure, and preserve organizational knowledge); and process control (that integrate the various interrelated activities that transform inputs into outputs). A system is said to exist when these interconnected elements interact in such a manner that their input-output relationships constitute the operational utility within the overall purpose or defining function of the whole. A key challenge for decision makers as it relates to organizational excellence is to be continually responsive to the various social-cultural, legal and regulatory, economic, political, environmental, ethical, demographic, and technological factors that influence the organization's function and to continually align processes, resources, and capabilities, while reinforcing structures and functions so that they continue to support the organization's purpose. Responsiveness to changing conditions is an essential characteristic of organizational excellence. Responsiveness for an organization implies: (1) changes in its short, medium, or long-term strategy; (2) refinement of its sociotechnical infrastructure that supports strategy; (3) modification of its tactical and/or operational practices that are adapted as a means to achieve strategy; or (4) any combination of the above. The organization's capacity (or lack thereof) to continuously respond to changing conditions may lead to new opportunities that reinforce organizational excellence, or may result in its stagnation and ultimate demise.

**Keywords:** Organizational excellence, strategic planning, management systems

# Extended Abstracts



## **EA-01.01**

### **Sport Psychology and Organizational Change Management: Marriage on terms!**

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#### **EXTENDED ABSTRACT**

Twenty years after Hanin's (1993) pioneering approach on the relationship between organizational psychology and sports psychology, many researchers worked on this direction and provided substantial evidence for applying sports psychology research findings to organizational change situations. Based on American Psychological Association description of specializations, "sport psychology is a proficiency that uses psychological knowledge and skills to address optimal performance and well-being of athletes, developmental and social aspects of sports participation, and systemic issues associated with sports settings and organizations". On the other hand, Organizational Change Management (OCM) refers to a structured approach for managing organizational transition processes within an enterprise. In order to achieve successful OCM, contemporary sports organizations should take into consideration sports psychology theories and principles, such as dynamic leadership, team cohesion, effective communication, stress management and resilience. Research in the wider sports area has recently suggested that implementing integration of information collected from sport and performance psychology can be transferred and applied successfully to support organizational change in sports enterprises. This work emphasizes that is of high importance to develop functional theoretical approaches that take into account knowledge derived from OCM and sport – performance psychology, with practical application in both sport and business environments.

**Keywords:** sport psychology, organizational psychology, sports environment, change management

## **EA-01.02**

### **The impact of religiosity and gender diversity on banks economic risk: A panel data econometric approach**

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#### **EXTENDED ABSTRACT**

Islamic banking has been on the forefront of academic research during the last decade since it poses significant organizational differences compared to conventional banks. Islamic banks are based on a constrained model of finance that prohibits Riba (usury, interest), Gharar (excessive uncertainty), and Maysir (speculations) and encourages the sharing of profits, losses, and risks. Moreover, the role of women in Islamic banks is an unexplored issue by academic research. Against this background, we examine the impact of organizational religiosity on the level of risk (measured by non performing loans) of Islamic and conventional banks in the MENA region. Also, the study tries to assess the impact of women presence on the board of directors as well as their cultural origin on banking risk. The study utilizes a sample of 100 banks from MENA countries over the period 2008-2014. The research design includes the estimation of a panel fixed effect regression model on the impact of boards' gender diversity on banking risk between Islamic and conventional banks. The reason for using a panel data method is because a panel dataset contains more information with more variability and less collinearity among the variables, leading to more efficient estimates and precise parameters of model estimation, leading us to detect many effects that are not detectable in plain cross-sectional data analysis. Empirical evidence indicated that higher representation of women on the board of directors is associated with less risk (less non-performing loans), thus banks with women on the board follow a more prudent and rational risk policy regarding the bank lending policy. Also, this impact is more significant for banks employing on their boards women with western origin rather than local women executives. Finally, the abovementioned findings are more significant for conventional banks rather than Islamic banks, verifying arguments on the literature that the restrictive religious environment in Islamic banks mitigates the role of women executives on the corporate decisions.

**Keywords:** Islamic banks, bank risk, gender diversity, cultural origin, MENA countries, Panel data econometric

## **EA-01.03**

### **Corporate governance, investment in player contracts and financial performance in football clubs: A panel data econometric analysis**

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#### **EXTENDED ABSTRACT**

The issue of investment in human capital within corporations and economic organizations has received increased attention by academics and practitioners over the last decade, since human capital is considered a major 'knowledge asset' of the modern firm and as such a key contributor to superior performance. Corporate governance characteristics such as ownership concentration, family ownership and family involvement have also been considered as determinants of firm performance and extensively investigated across a range of markets, economic environments and corporate sectors. Several studies argue that corporate governance provides the necessary monitoring mechanisms for protecting the interests of creditors and investors by restricting the appropriation of shareholders' wealth.

However prior research has most often explored the impact of human resource investments and governance separately, while the conjoint effect of these variables on firm performance has been relatively neglected. Considering all the above, the objective of this study is to examine the moderating role of corporate governance characteristics on the potential link between human capital investment and performance. It considers specifically the impact of board size, CEO duality, the presence of a family CEO and the involvement of family members on the board within the Italian Professional football industry, which is characterized by a high degree of ownership concentration with clubs controlled by wealthy individuals or families either directly or indirectly via corporate holdings. The football industry provides a unique setting for exploring the financial impact of human capital investments mainly because the football industry is a highly human intensive sector with most organizational operations requiring the involvement of human capital. Moreover, athletic success remains the main focus of football clubs in Europe and that depends mostly on the competencies, skills, knowledge and abilities of club's human capital, most notably athletes and sporting personnel.

In our econometric analysis we utilized a panel dataset of 17 Italian football clubs participating in the top division of the national championship spanning a nine-year time period from the sporting season 2006-07 up to 2014-15, gathering unique financial data comprised of annual investment in new player contracts, gains and losses from player trading and wage costs for the whole period under investigation.

We employed a fixed effect panel regression analysis since panel analysis contains more information with more variability and less collinearity among the variables, leading to more efficient estimates and precise parameters of model

estimation, leading us to detect many effects that are not detectable in plain cross-sectional data analysis.

Empirical results revealed that new investments in player contracts and the net income from player trading contribute significantly to the financial performance of clubs (measured via net income, operating income and annual change in sales revenues) and this effect is more significant for clubs with CEO duality, family board representation and a family member as CEO. Our evidence lends support to the literature indicating a beneficial effect of family representation on the management of an organization leading to decisions focusing on the medium to long-term performance and viability of the clubs instead of the short term financial performance.

Overall, the results of this study challenge and extends previous findings pertaining to the impact of clubs' investment in human capital by uncovering the mediating role of corporate governance characteristics on this relation.

**Keywords:** Human capital investment, Board size, CEO duality, Family board representation, Family CEO, Financia

## **EA-01.04**

**Scientific Areas:** Organizational Development & Performance Management,  
Public Sector

### **Conditions of the development of Sport in Local Government**

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### **EXTENDED ABSTRACT**

The main subject of this paper is to examine all the necessary conditions for the improvement and development of sports through local government. The study's primary purpose is to determine all the possible aspects of the dynamic between sports and local government in today's society. Through this paper we examine interdependent concepts of how local government operates and the way local government influence the citizens of every city. Moreover this paper examines all the dimensions of sports in modern society. The paper begins with a review to the history of local government and its interaction with sports. Through this review we can learn about how sports were forced into the local government programs, but also the difficulty of making sports a vital part of modern society. The second part of this study examines via real examples the conditions of the development of sports through local government programs. The last but vital part is an effort to see this dynamic from a different point of view. The last chapter examines how local government develops and needs sports for society's improvement. All the chapters of this paper have one main purpose. The full understanding of the terms 'local government' and 'sports'. The impact of sports in society is uncountable, and really interesting for every reader. Sports are everywhere in our lives, and their values can make our society much better. Local government has the opportunity to show us these values, and make our society a better place.

**Keywords:** Sports, Local Government, Development, conditions

## **EA-01.05**

**Scientific Areas:** Human Resource Management,

### **Strategic HRM in Event Organizations**

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### **EXTENDED ABSTRACT**

Over the last centuries, Human Resource Management (HRM) consists one of the most important features of an events organization. As globalization has broadened the scope and context within which the events' industry organizations act and operate, the role of HRM has become even more demanding. International HRM practices can be beneficial for the events organizations and a key to gain competitive advantage. Great emphasis has been given worldwide in the different aspects of HRM, its characteristics and the effectiveness of its practice, in a competitive Market within which the influence of internationalization is continually increasing.

When considering of events there are two specific requirements that differentiate HRM from other industries. Firstly, events have a 'pulsating' organizational structure, and, secondly, the majority of events rely heavily on volunteer employment, which has to be managed differently from paid employees. Due to the pulsating nature of the event organizations' structure, flexibility within a firm consists an essential parameter. The fact that -due to globalization- a large proportion of companies expand their operations beyond the borders of the host country, could lead to the necessity of recruit diverse workforce, a decision that presents both advantages and disadvantages. An events organization that wishes to compete into a continuously developing globalized Market should adapt its strategy and fit it into the external environment. In order for this to be achieved, lots of times organizations have to proceed into changes concerning the organizational culture. Certainly, the political environment influences these changes. However, significant barriers may arise due to such a decision. This study examines and analyzes the above thematic areas, aiming to answer to what extend the International Human Resource Management strategies can affect the competitive advantage of the event organizations. For the examination of the topic secondary research has been conducted, using international literature sources and scientific journals.

**Keywords:** Human Resource Management (HRM), Events, Strategy, Political Environment, Globalization

## **EA-02.01**

**Scientific Areas:** Strategic Management,

### **EXCELLENCE IN MANAGING SPORT ORGANIZATIONS**

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#### **EXTENDED ABSTRACT**

According to EFQM Excellence Model (2013), "excellent organizations achieve and sustain outstanding levels of performance that meet or exceed the expectations of all their stakeholders" (p.1). In addition, contemporary organizations need a management framework in order to be successful (Evans and Lindsay, 2008). In Europe, the EFQM Excellence Model constitutes the management framework needed while in the USA, the Baldrige Excellence Model has been created to provide American organizations and enterprises with the management framework to achieve sustainable excellence (Baldrige Excellence Builder, 2017).

Excellent organizations continually improve the following factors which are actually the EFQM Excellence Model's criteria: (a) Leadership, (b) Strategy, (c) People, (d) Partnerships and Resources, (e) Processes, products and services, (f) Customers, People, Society, and Business results. Correspondingly, the Baldrige Excellence Model criteria are: (a) Leadership, (b) Strategy, (c) Customers, (d) Workforce, (e) Operations, (f) Measurement, Analysis and Knowledge, results. It is evident that there are many similarities between these two world Excellence Models.

The Fundamental Concepts of EFQM Excellence Model are the following:

1. Adding value for customers
2. Creating a sustainable future
3. Developing organizational capability
4. Harnessing creativity and innovation
5. Leading with vision, inspiration and integrity
6. Managing with agility
7. Succeeding through the talent of people
8. Sustaining outstanding results

The Core Values and Concepts of the Baldrige Excellence Model are the following:

1. Systems perspective
2. Visionary leadership
3. Customer focused excellence
4. Valuing people

5. Organizational learning and agility
6. Focus on success
7. Managing for innovation
8. Management by fact
9. Societal responsibility
10. Ethics and transparency
11. Delivery value and results.

Sport organizations are currently implementing EFQM excellence model and Baldrige Excellence Model as a means for addressing the issues of excellence, continuous improvement and enhancement of their competitiveness in today's business world. Sport organizations use these Excellence Models not only as a means for their self-assessment process and continuous improvement but as their management framework as well.

According to the Excellence Models values and management criteria, sport organizations should focus on improving the way the sport system is delivered if they wish to achieve success. They should consider and improve continually all the important sport related factors related to the criteria of the Excellence Models presented above, such as: (a) Talent identification structures, (b) Athlete development pathways, (c) Sport science support, (d) Coach education system, (e) Access to facilities and equipment, (f) Anti-drug framework, (g) Athlete lifestyle support, (h) Competition structures.

**Keywords:** EFQM Excellence Model, Sport Organizations, Quality



## **EA-02.02**

**Scientific Areas:** Organizational Development & Performance Management, Sport Management

### **Leadership and teamwork competencies as major contributors to professional sports performance excellence**

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## **EXTENDED ABSTRACT**

Background: Professional sports grew into a multi-billion dollar global industry propelled by enormous consumer demand. While the economic size of the professional sports leagues themselves is not large, their importance to gross domestic product (GDP) is significant. Parallel to the economic value, sports considered being a dynamic environment based on social interactions and on key factors that influence the performance results. The special nature of sport organizations is best described by Slack (1997) who mentioned that it is a social phenomenon, goal-directed with established activity system and with well distinguished boundaries. The professional team sports industry provides an excellent research site for investigating managerial phenomena. Within a sport team a lot of effective group functioning and teamwork require an in-depth understanding of interpersonal processes. Major contributors to team effectiveness are considered to be the athletes, the coach and the management team of the sport organization. In the dynamic environment of the sport setting, different key roles are combined and have important distribution on the level of performance success. The main goal of this study is to explore the professional sport teams performance excellence model, identifying the significant role play leadership competencies and team cohesion.

Methods: For the conduction of this study all relevant and eligible studies in the field of sport teams performance effectiveness were reviewed with a special focus on leadership competencies and team cohesion theories and applied research. The results: Despite the fact of new leadership theories implications in business and in organizations, research on the application of transformational and servant leadership to sports has received scant attention, despite the fact that today, sports are undoubtedly 'big business'. Various leader characteristics have received extensive attention in business and organizational settings and should be feasible to incorporate in studies of sports leadership. Such leader characteristics are typically approached on a variety of leadership skills including creative problem solving, social judgment, and knowledge skills. Some task-related competencies of coaches are: (1) set the vision and strategy; (2) shape the environment; (3) build relationships; (4) conduct practices and structure competitions; (5) read and react to the field; and (6) learn and reflect (ICCE,

2012). Coach knowledge includes personal behaviors, experiences, and coaching strategies. It is considered crucial for a coach to discover and understand the team's needs and players' level of motivation, and also to create positive relationship of support and trust in order to establish and ensure that athletes achieve their optimum potential. Some identified behavior management strategies are the creation of strong coach-athlete relationships and the development of a team culture based on trust, respect, empathy and genuineness (Fuller et al., 2009). Leadership behaviors in sport teams play an important role due to their positive relation with group outcomes that are meaningful in a sports context. Those are identified as: group performance, potency and teamwork (Kim & Cruz, 2016; Fransen, Decroos, Broek, & Boen, 2016). Teamwork is formed when members of a team (i.e. coach/es and their athletes) feel, think and act like one. Teamwork is all about the team chemistry. Effective teams are more than just a collection of talented athletes. It plays such an important role in group dynamics that some social scientists have called teamwork the most important small group variable.

Conclusions: The research evidence provides valid information of team performance that allows key stakeholders (coaches-athletes-managers) to identify those factors resulted to excellence. A clear view to a team can give the opportunity to the decision makers to: a) seek the right personnel for their team; b) redefine the team's objective depending on the current human resources; c) identify talents and player opportunities; and d) make a more attractive product since the sponsoring, advertisement and ticket selling can raise team's revenue.

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**Keywords:** leadership, teamwork, competencies, sport teams, performance excellence

**Scientific Areas:** Human Resource Management, Strategic Management

## **Comparing Leadership Preferences among Generations in Sport Organizations: Evidence from Greece**

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### **EXTENDED ABSTRACT**

Nowadays, in most of the enterprises, employees of different ageing sets ranging from 20 to early 70's co-exist (Gentry et al., 2011). Therefore, leading this multigenerational workforce is among the major challenges that managers confront (Lester et al., 2012). Previous literature reveals differentiations in factors such as values, leadership attributes and practices among generational cohorts (Gentry et al., 2011; Sessa et al., 2007), which is the reason why this field has gained considerable attention (Macky et al., 2008). The purpose of the present study is to shed light on differences in leadership characteristics and style among Baby Boomers, Generation X as well as Millennials in the Greek context.

A quantitative survey was carried out in a public sector sport organization in Greece. A sum of 318 successfully anonymous responses were collected and analyzed with SPSS software. To measure leadership characteristics and style, a questionnaire based on foregoing studies (Goleman, 2000; Dulewicz & Higgs, 2005) was distributed to administrative officers.

As our data did not follow the normal distribution, non-parametric tests were utilized. Kruskal-Wallis test revealed differences in attributes such as strategic thinking, mentoring, resource management and team spirit among generations. Differences were noticed not only among Baby Boomers and Millennials but also among Millennials and Generation X. Additionally, the majority of Baby Boomers and GenXers adopted a more authoritative style, while Millennials chose the democratic one.

These findings provide evidence that differences do exist among generational cohorts and could assist managers, consultants and organizations to be aware of the leadership attributes their workforce gives emphasis on. However, as the present study has been conducted on a single public sport organization, awareness should be raised as far as the generalizability of the results providing useful insights for further research.

**Keywords:** Leadership, Generations, Sport Organization

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**Keywords:** Leadership, Generations, Sport Organization, Public Sector

## **EA-02.04**

**Scientific Areas:** Public Sector, Strategic Management

### **Restructuring thw Public Adminimstration in the period of economic crisis**

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#### **EXTENDED ABSTRACT**

In the period of crisis most European governments, Greece as well, have got ensnared in huge debts which are operational inefficient due to the lack of accountability of the political elites, part of public servants that caused rampant corruption and weak public services as well. In the last two decades an array of management techniques and practices have been adopted and implemented to ameliorate the public administration so as to confront the crisis.

The huge public debt undercuts confidence for the Greek economy of the other countries, a situation that calls for additional debt relief. Even if the ambitious medium-term fiscal targets established in the 2015, agreements with creditors were met, making the public debt clearly sustainable. The implementation of structural reforms would boost growth and thereby improve debt dynamics. Broadening further the tax base and ensuring that the new independent public revenue agency improves tax compliance and collection would increase revenues.

This led to widespread disgruntlement and demand for good governance hence the rise of the New Public Management (NPM). Theories like public choice theory and principal-agent theory propelled the rise of the New Public Management (NPM) with its consonant reforms and practices of restructuring. The Public Policy and Management State provide three dimensions to the overall effect of public action: (a) Hard (hard) functions, structures, processes and institutions (b) Soft (soft) functions, including the culture (Values, attitudes, attitudes) and the human factor and (c) Strategies (strategic) functions, such as public policy planning, decision-making, planning, monitoring and evaluation as well. Greek governments have put in place these reforms but without any result.

In Greece growth has rebounded in the second half of 2016 and is projected to gain strength in 2017 and 2018 as structural reforms start to bear fruit. Exports of services are underperforming because of structural rigidities and capital controls. Employment is projected to increase but unemployment remains far too high. Public Administration (P.A.) & Public Sector Innovation (PSI) P.A. is the government policy implementation which aims to advance management working with the civil servants, to organize and function the government structure improving the PSI as well which caused, high unemployment rate, since the MoUs application. Many reforms took places for reducing administrative burdens, reforming the pension system as to improve fairness to the young generation.

The Greek economic crisis causes the depth of the governmental growth, reducing the expectations of citizens in terms of access, responsiveness and reliability quality. The direct experience of citizens with frontline public services in health care, education, transport, justice, employment, tax administration and other services greatly affects their satisfaction and their trust in public institutions. Important structural reforms have taken place in the public sector over the last decade but little has been supported communication. The aim of the government's strategy and the ministers is to strengthen the decentralized structures and services of local administrations. The creation of Citizen Service Centres (KEP), pilot began in late 2001, aimed at decentralization of central government functions and expanded throughout the Territory. Thus reduced and simplified the executive largely operations and focused on public policy. The central government reforms prerequisite a strong and coherent strategy and especially with the foundation of ASEP having the role of evaluating legally the personnel and reducing the number of unemployment. Generally the laws did not proceed to solve the Greek problem because the system is not flexible enough to carry out the process due the lack of feedback is appropriate procedure.

**Keywords:** public sector, economic crisis, eurozone, EE,

## **EA-03.01**

**Scientific Areas:** Public Sector, Healthcare Management

### **A systemic perspective for the development and implementation of bench-learning schemes to European Medicinal Agencies**

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#### **EXTENDED ABSTRACT**

In order to promote and to protect public health, European Medicines Agencies should maintain and develop a world class regulatory system for medicinal products based on a European Network operating to best practice standards, using innovative tools and management techniques.

To facilitate this task and with the aim of gathering information on best practices, with a view to introducing improvement measures within European Medicines Agencies a systemic bench-learning scheme was developed and implemented.

In the present study, the development of a number of high level indicators supported by specific performance indicators to achieve the best practice standards will be presented. In order to define procedures and methodology for self-assessment, to validate outcomes through peer review and to interpret information gathered, a systemic perspective was used.

The deployment of bench-learning scheme will become a valuable tool for implementing better management systems and better working practices

**Keywords:** Systemic approach, Bench-learning, Medicines Agencies

## **EA-03.02**

**Scientific Areas:** Healthcare Management,

### **Systemic Approach of the action for the prevention and management of overweight and obesity in childhood and adolescence in Greece**

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### **EXTENDED ABSTRACT**

**Background:** Obesity in childhood and adolescence represents a major health problem of our century and accounts for a significant increase in morbidity and mortality in adulthood. Prevention is the main aim of the Program "Development of a National System for the Prevention and Management of Overweight and Obesity in Childhood and Adolescence in Greece" (MIS 370545), sponsored by the National Strategic Reference Framework (NSRF) 2007–2013. The program has the endorsement of the Ministry of Health. It is implemented by the Division of Endocrinology, Metabolism and Diabetes, First Department of Pediatrics, National and Kapodistrian University of Athens Medical School, "Aghia Sophia" Children's Hospital, which serves as a Center for the Prevention and Management of Obesity in Greece.

**Aims & Objectives:** The main aim is to create a viable system for the prevention and management of childhood obesity. Specific aims include: a) Development of the National Registry for Childhood Obesity in Greece (web service), b) Guidance and Training of Pediatricians and General Practitioners as of how to manage and deal with an overweight or obese child/adolescent, c) Awareness of doctors, other healthcare professionals, as well as parents and families regarding nutrition, physical activity and the psychological consequences of childhood obesity. Our objectives in order to identify the most efficient actions to generate consistent, optimum results are to: a) Identify structures, procedures and interventions, b) Understand where the complexity originates, and which are the major sources that interact together to create the environment in which we will operate.

**Methods:**

Design & Control Systemic Methodology (DCSYM) is a systemic methodology with a robust mathematical and semantic understructure capable of effectively guiding multi-agent dialectic design processes concerning boundary critiques, structures, procedures and interventions. Our purpose was to understand our system (the Center), its external environment (the main hospital, other hospitals, paediatricians, partners, collaborating organizations and societies and others), the communication layers between the various elements of the system and finally, the existing controls. The DCSYM CASE TOOL software, developed by Panagiotis



Papaioannou (2013) was used. The Soft Systems Methodology (SSM) is a systemic approach for dealing with real-world complex or problematic situations. SSM is used to manage the complexity raised by the interaction of the Center, the primary stakeholders and the external environment consisting of the hosting hospital, other hospitals, pediatricians, partners, collaborating organizations, societies and others, which all together form an integrated whole. Applying SSM's CATWOE statement (Clients, Actors, Transformation, Worldview, Owner, Environmental Constrains) and modelling the problem at different abstraction levels is also a way to understand the whole system.

Results: The approach was instrumental in enhancing our understanding of the systemic interaction of the system's elements and the underlying structures associated with the Center's internal and external operating environment. Moreover, it illustrated the communication arrangements, which contribute to delays in system flows that impact the operating effectiveness of the procedures associated with the management of overweight and/or obese children. Additionally, it assisted to ensure that a strategy is put in place to manage each element of complexity identified by the analysis.

**Keywords:** Childhood obesity, Prevention, Systemic Approach, Design & Control Systemic Methodology (DCSYM), Sof

### **EA-03.03**

**Scientific Areas:** Public Sector, Healthcare Management

#### **The Use of System Dynamics and the DCSYM Systemic Methodology in the Public Sector entity "EYTYKA"**

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#### **EXTENDED ABSTRACT**

The aim of the paper is the systemic analysis of "EYTYKA", which is a specific unit of the Ministry of Health. "EYTYKA" is responsible for the coordination and management of interventions in the field of Health and Social Solidarity and is co-financed by the Structural and Investment Funds of the European Union. Its purpose is to create jobs in the field of health, making this system an integral part of the Ministry of Health and Social solidarity. "EYTYKA" is divided into five units, each of which is responsible for a particular process. Communication capacity between these segments is limited, preventing their complementary function and the integration of the processes. In addition, the responsibilities are accumulated in very few people, making operations of the unit rigid and preventing the adaptation of the entity to its ever-changing environment. Simultaneously, the Department of Support and Coordination does not play a vital role in the whole system. For this reason, the DCSYM (Design and Control Systemic Methodology) Case Tool software was used in order to present communications and control between the organization's members before and after the problem. In this way, complexity was reduced by eloquently presenting relationships and communications within the organization. Moreover, a problem was identified in customer service. The whole file doesn't exist in digital format and the only way to communicate with customers is telephone. That means existence of additional management costs. Therefore, an investment in a CRM (Customer Relationship Management) software was evaluated, using the VENSIM simulation software. Finally, a major source of problems in the system under review is the lack of strategic management. For this reason, known strategy theories were used such as Michael Porter's theories. At the same time, in the context of entity reorganization, theories such as total quality or business process redesign methodology and the balance scorecard model were applied. In conclusion, all of the above will lead the system to complete its purpose, which is citizen's satisfaction and public interest service.

**Keywords:** Health Care Management, Strategic Management, DCSYM, VENSIM, CRM Application

## **EA-03.04**

**Scientific Areas:** Public Sector, Social Approaches

### **Emergent Uses of Social Media During Social Crises.**

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#### **EXTENDED ABSTRACT**

Recent extreme events show that Twitter, a micro-blogging service, is emerging as the dominant social reporting tool to spread information on social crises. It is elevating the online public community to the status of first responders who can collectively cope with social crises. However, at the same time, many warnings have been raised about the reliability of community intelligence obtained through social reporting by the amateur online community.

Using rumor theory, this paper studies citizen-driven information processing through Twitter services using data from three social crises: the Bataclan Theatre terrorist attack in 2016, the Steve Stephens case in Cleveland and the Alexandria Coptic church bombings in 2017. We approach social crises as communal efforts for community intelligence gathering and collective information processing to cope with and adapt to uncertain external situations. We explore two issues: (1) collective social reporting as an information processing mechanism to address crisis problems and gather community intelligence, and (2) the degeneration of social reporting into collective rumor mills.

**Keywords:** Twitter, social reporting, social information processing, rumor theory, social crisis, extreme event

## **EA-03.05**

**Scientific Areas:** Business Continuity, Business Process Modelling

### **Implementation of COSO – ERM in General Interest Companies in Greece: A Systemic approach.**

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#### **EXTENDED ABSTRACT**

In an effort to increase performance, transparency, resource allocation, and decision making, all the General Interest Companies of Greece must develop and implement formal enterprise risk management (ERM) programs. This need has become urgent due to the global financial debt crisis plaguing the international markets in recent years and particularly in Greece.

Enterprise risk management (ERM) has become a crucial component of contemporary corporate governance reforms, with an abundance of principles, guidelines, and standards. The purpose of this presentation is not only to describe the importance of the ERM as an evolving discipline that is consolidated through the Internal Audit function, but goes one step further, and highlights, firstly, the integration/updating of the ERM through the systemic framework of 'Committee Of Sponsoring Organizations' (COSO), which aims to manage business risks by aligning them with the whole body of the organization (organizational strategy, performance etc.), and secondly, the combination of COSO with the Viable System Model (VSM) as a framework for understanding, and perhaps redesigning (where appropriate) the organization, and supporting the management of change.

**Keywords:** Internal Audit, ERM, COSO and VSM.

## **EA-04.01**

**Scientific Areas:** Business Process Modelling, Organizational Behaviour

### **Integrating the context and the processes of the organization into a systemic whole in order to address risk assessment and other issues in an ISO 9001 Management System**

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#### **EXTENDED ABSTRACT**

The process approach is one of the key concepts in any ISO management system. It is not only in the core of every ISO management system but also helps to address the complexity of modern organizations. Processes are interdependent, forming a network (a system), and some of them interact with the environment by receiving inputs and delivering outputs to it.

Annex SL describes a common high level structure and a common vocabulary for all ISO management standards. It has already been used in several standards (such as in ISO 9001:2015, well-known for quality management systems) and it will be adopted in future revisions of all standards. When developing a system which follows the Annex SL structure, like ISO 9001, there are two key challenges: to form the context of the organization and conduct the risk assessment. Risk-based thinking and process approach, along with the Plan-Do-Check-Act cycle, all together form an integral part of the ISO 9001 standard. Risk identification is associated with the context, the resources and the processes themselves.

From the systemic point of view, a system can be defined as a set of interacting agents (purposeful persons) which produce a space with a well-defined boundary. This space is in continuous interaction with the environment in order to maintain its viability and to achieve its purpose. By adding non-human elements to this purposeful structure, as well as the related environment elements, we have a broader consideration of the system, very similar to organizations following an ISO management standard like 9001:2015.

The behavior of a system emerges as a result of the interactions between its elements. This way the capabilities, weaknesses and, consequently, the opportunities and the risks, arise from existence and the relations' quality between system elements.

The proposed methodology for conducting a risk assessment for an ISO management system is to create a mental model (a system) which includes the processes of the organization, the elements of the context, the resources and the relations between them. According to this approach, any legal requirements,

stakeholders' perspectives, and even resources availability, can be considered as inputs to a process. Their existence or appropriateness can be the source of an opportunity or risk.

To define the processes, the elements of the context, inputs and outputs and the relations between all these issues is not trivial. To address this difficulty, a software prototype has been developed as a utility to organize all these pieces of information. In a second stage, DCSYM was used to depict the whole system. The presented methodology was applied in a recently redesigned quality management system according to ISO 9001:2015 standard. Although the risk assessment was initially conducted using the classic heuristic approach, risk events were perfectly identified as "relation anomalies" between system elements.

Another benefit of the above systemic representation is the evaluation of the information systems that support the organizational scheme. Assuming that the relations represent information interchange, IT systems are assessed on whether the information transferred between system elements is of the appropriate variety.

**Keywords:** ISO9001, RISK MANAGEMENT, PROCESSES, SYSTEMIC APPROACH

## **EA-04.02**

**Scientific Areas:** Project Management, Small- & Medium-sized Enterprises

### **Systemic Approach of a Small Business**

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#### **EXTENDED ABSTRACT**

No other approach of a problematic business has had such a positive effect to its sustainability and profit, as the systemic. This study refers to the use and implementation of the systemic approach into a small business which faces a variety of problems relating to the lack of communication among the employees and the separation of their responsibilities and/or duties.

A systemic approach aims to propose changes to the existing problematic situation by collecting all relevant issues, and develop an efficient business system which may be sustainable and profitable for the company. The sustainability of a business is related to its long-term plan and its ability to remains viable and consistent with its purpose despite any changes to the external environment. A business can find the best solution through the systemic approach and finally solve its problems. Hence, the development and the maintenance of a business is one of the major issues of this study.

Generally, small business can be more functional and effective, focusing on a better organization within the company, clear separation of responsibilities such as control and supervision and, of course, creating significant and substantial communication links and relations between employees.

In the first part of the paper, there is a reference to the distinction of businesses according to their size, namely, the number of their employees and furthermore, to the importance of the systemic approach in the operation of a small business.

More specifically, this study focuses on a small business, active in the field of social media networking and information through its website, by a way of providing and promoting its electronic journal and its electronic magazine.

Then, in the next chapters, there is a presentation of the organization chart of the company and the relations between employees and executive officers. Briefly, in order to increase the percentage of visibility of the website and gain more Web visitors in respect of the electronic journal and magazine, this study is trying to clarify the existing relationships among the employees, the business executives and/or CEOs and interpret their influence in the development of the business. Based on real data, the study proposes mechanisms and ways of solving the actual problems, using as key-tool the systemic way of thinking.

Thereafter, a summary of the current situation follows by using DCSYM methodology. The relevant drawings indicate/propose improvements regarding the existing communication and control gaps between the employees and the concentration of many duties to one person only, while in the next fourth chapter, the dynamic software, calling Vensim describes the stages of promotion of the websites managed by the company.

Finally, the role of the Editor-in-Chief is analyzed, as he appears as a person with project management skills and duties, and crucial initiatives in the development and promotion of the websites.

To conclude, this study proves the significance of the systemic analysis in the general operation and development of a small business.

Is your business sustainable and profitable? Systemic approach and analysis may give you a clear answer.

**Keywords:** DCSYM, VENSIM, BUSINESS, SYSTEMIC, WEBSITE



## **EA-04.03**

**Scientific Areas:** Marketing, Strategic Management

### **Systemic Methodologies in Consumer's Behavior**

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#### **EXTENDED ABSTRACT**

In this paper, a Systemic - Cybernetic approach is presented, applied to consumer's behavior and its role as stakeholder of the market.

The term Consumer Behavior refers to any thought, human behavior of the market, emotion or attempt that leads to a sale and usage of products/services or the disposal of these goods which gives the power to the Consumer to define products' sales and, by extension, the market. The Consumer Behavior theory emerged as a distinct field of Marketing in the late 1950s and early 1960s and today, thanks to social media and the speed of large amounts of information transmission, marketing specialists (marketers) reject sales ideology (focus on the needs of the seller / business) and rush to analyze behaviors and focus on consumer needs.

Consumer Behavior reflects all decisions in relation to the acquisition, consumption and disposal of goods, services, time and ideas by human decision-making units over time. The fact that the Consumer has the possibility to decide on the preference or rejection of goods, gives him the power to determine which product will "sell" and which not, the purchasing power of the products and, consequently, the entire movement of the Market. For the analysis of this behavior, the Consumer Behavior Model and the Purchasing Behavior Model are presented for correlation and commentary. Also, the Cybernetic's archetypes that appear to be applied in the Consumer Behavior process are mentioned.

In addition, Social Media are mentioned which have created a new world of collaboration and communication as they have changed the way consumers are making their buying decisions. It is analyzed how social media strengthening worked at the same time as helping consumers to make a purchasing decision. The dynamics of Social Media on markets is enormous and the value of goods sold through them is rising, which is the cause of analysts' interest. There is also an interesting variation of Maslow's pyramid at the Social Media hierarchy of needs.

Finally, it is conceivable that consumer intentions are seen as signs of genuine choice of markets, so it is desirable, if not necessary, to be monitored. Therefore, the intention to purchase is a very important variable to be considered, as it is an integral part of the process of making a purchasing decision that in turn has an impact on the market.

**Keywords:** Consumer Behavior, Cybernetic Archetypes, Systemic Methodologies, Consumer Behavior Model, Social Me

## **EA-04.04**

**Scientific Areas:** Strategic Management, Digital Forensics & Incident Response

### **Digital Forensics & Incident Response: Preserving the Chain of Custody with DCSYM Analysis**

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#### **EXTENDED ABSTRACT**

Digital Forensics is a rapidly growing sector of Information Technology Security due to the complexity and significance of modern systems. Cyber attacks, electronic fraud, corporate espionage and violation of corporate policy are some of the challenges an investigator must deal.

It becomes crucial for the Incident Response Team to have a well established and documented procedure to investigate the cases combining cutting edge technology and legal frameworks. The integrity and validation of digital evidence and the chronological documentation of event known as Chain of Custody is the most essential part of any investigation as it determines the acceptance of the evidence in civil cases. This presentation has a main purpose to present a DCSYM methodology applied in a Security company to improve the current way of operation and fine-tune the communications between departments and ultimately preserving the Chain of Custody, leading to successful representation in court.

**Keywords:** DCSYM, Digital Forensics, Incident Response, Chain of Custody, Strategic Management

## **EA-04.05**

**Scientific Areas:** Business Continuity, Organizational Behaviour

### **The use of DCSYM Systemic Methodology in Inditex Hellas : designing the current structure, improving the functionality and comparison among designs.**

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#### **EXTENDED ABSTRACT**

In this paper we present the structure and functionality of Inditex Hellas via the use of DCSYM methodology. We examine the current state of the organization, its structure, communication channel and control between the organization's entities. The implementation will be accomplished through the use of DCSYM Case Tool, an analytical design tool for modeling organizations. We will introduce the notion of a system, a subsystems and an environment, various communications and control types.

To begin with, we shall begin by presenting and designing the current state (CS) of the organization, from which there might be evident any problematic states. After defining our problem, and provided that there are ways to overcome it and better our system, we continue on re-designing it, taking into consideration our recommended improvements (RI).

Consequently, we are able to compare the CS and RI state making conclusions as to how it will be responsive to the real needs of the organization and present a redefined system with a higher rate of productivity.

**Keywords:** DCSYM, Inditex Hellas, system, methodology

## **EA-04.06**

**Scientific Areas:** Business Process Modelling, Organizational Development & Performance Management

### **The DCSYM Systemic Methodology for Inter-Departmental Effective Communication in a Printing Company**

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#### **EXTENDED ABSTRACT**

Effective communication in a company is very crucial to the company's success. That means that every person's lines of communication and methods should be clearly specified.

This project is focused on a printing company and on how the company's information flows go through its various departments. While observing the various departments we gathered information to help us understand the tasks of every individual. During the systemic analysis with the DCSYM Systemic Methodology it became obvious that some employees and managers were communicating with the clients passing the wrong or incomplete information to the company's external entities. Also, the lines of communication were broken and data could never reach the appropriate person. All the above, resulted in the misunderstanding of important data and the reception of wrong decisions.

By using the DCSYM CASE TOOL of the DCSYM Systemic Methodology, we managed to discover the core of the problem, which was passing of data between the client and the client-service department. Eventually we came up with a very effective solution in which communication could be improved and the deficiencies to be reduced. In order to achieve that, we are proposing the formation of a new department.

Finally, a comparison with the old and the new approach is promising the effective communication within the company.

**Keywords:** DCSYM, DCSYM Case tool, Systemic Analysis

## **EA-05.01**

**Scientific Areas:** Project Management, Document Management

### **SYSTEMS APPROACH TO DOCUMENT MANAGEMENT**

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#### **EXTENDED ABSTRACT**

The purpose of this study is to analyze the scientific field of Document Management through a systematic approach of it in a theoretic and in an empirical level respectively. The study consists of two chapters : The first one is primarily a theoretic analysis of the field of document management and its system. The second one is an empirical approach which is made by developing and implementing a specific strategy and operational planning in a real document management project.

In the first chapter, to begin with we approach the Document Management theories by analyzing the definitions of Administration (Management) and Document. Subsequently, it follows the presentation of the concept of document management by highlighting both the benefits and other elements that have made it historically significant and operationally necessary. Moreover, we approach the document management as a system by presenting its structure thoroughly following the mechanistic and systemic approach. Then, the exploration of the the systemic assumptions of a document management system follow as well as its examination as a viable system (VSM).

In the second chapter we present a specific document management project which aims to create an electronic library by using document management systems (DMS). At first we overview the examples of working libraries, which have made use of DMS in a national and an international level. Furthermore, we consider the strategic planning SWOT & PESTEL analysis as well as the operational planning of the project. After that the project management plan follows which consists of four stages : study, design, implementation and delivery. Of those stages the second and the third are of interest here. More specifically in the second step we present the stakeholders of the project and their relationships with the use of DCSYM, while in step three we approach the implementation of the project through the development and simulation of an intelligible model using the VENSIM. The latter represents the main production process followed by a detailed presentation of the model. Thereafter, an alternative design is presented, given that the project could not be completed with the characteristics and the restrictions that had been given to us and this is followed by the development and implementation of two researches. The first research aims to the assumption of the project's problems by all the stakeholders and the determination of them (project problems) in the management structure level. The secondary research aims to the final determination of the real problems of the project. Following the proposed solutions, with the use of the Delphi Methodology, and their conversion into systemic changes in the project structure leading to targeted behaviors and solutions to the project's problems. These changes are being depicted with the



use of DCSYM and VENSIM. Finally, we present the learned lessons and the final conclusions of the study.

**Keywords:** Document Management, Project Management, DCSYM, VENSIM

## **EA-05.02**

**Scientific Areas:** Human Resource Management, Strategic Management

### **Systemic Approach of Human Resources Planning as Strategic Tool for the Development of the Companies**

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#### **EXTENDED ABSTRACT**

During the last decades, the random changes in the business environment which happened mainly due to the globalization, induce the companies to dedicate their ongoing renewal and improvement in order to obtain their competitive advantage. Human resources departments are now identified as one of the basic assets and with a proper planning a company could make important progress.

Nowadays, term "workforce management" has been replaced by "human resources management" which signals a systematic and long-term attempt to regard a business's whole workforce as a resource. Apparently, the human resources management's role, except for facilitating the communication between the top management and the employees, is the alignment of the human resources operation with the overall company's strategy.

A basic component for the realization of a business idea is the strategy's formulation, which offers strategy and view to the organization as well as the human resources planning can provide significant data for the formulation of the aforementioned strategy. Specifically, the human resources management is part of the financial and marketing operations development, offering up to date data for certain projects and participates in the strategy's application.

By identifying the human resources management as competitive advantage and as an auxiliary factor to the organization's overall strategy, it is forecasted that it will have a very significant role in the future. Because of its important contribution to the organization, issues like the workforce shortages or surpluses for specific key-jobs could be avoided.

Part of the human resources management is the succession planning which constitutes a systematic attempt and a process identifying and developing candidates for managerial or professional key-jobs as to assure the success of an organization. The importance of succession planning especially for the top management positions is obvious in all types of organizations: large and small companies, family and non-family businesses and also public organizations.

In this paper we will analyze using the systemic theory the succession planning within the family business. We focus on the importance of succession planning to the development of family business using Systemic Methodologies and tools. The



methodologies' target is to correctly analyze and form the model and in parallel to improve it. The systemic methodologies concentrate on the human factor that is evolving in those systems and they constitute a very valuable tool helping us to understand and define the system functions of human resources planning.

**Keywords:** HR Planning, Strategy Formulation, Succession Planning

### **EA-05.03**

**Scientific Areas:** Business Continuity, Business Process Modelling

#### **The use of CRM Business Processes: A case study in Corfu Sunspots Tourist Agency**

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#### **EXTENDED ABSTRACT**

A business process is a collection of related, structured activities or tasks that produce a specific service or product (serve a particular goal) for a particular customer or customers, which can be visualized on a flow chart and be defined in CRM.

Nowadays, the use of CRM is the tool to extend business within an organization and to control its day -to- day work load.

Corfu Sunspots Tourist Agency has multiple people involved in its day-to-day process, and has implemented a CRM solution in order performance all possible gains from all established processes.

Here it will be presented the process redesign and modulation into the organization along with the benefits of this implementation.

**Keywords:** CRM, Business Process Modeling, Reorganization

## **EA-05.04**

**Scientific Areas:** Business Continuity, Business Process Modelling

### **Business Process Re-Engineering: The use of CRM Systems**

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Business process re-engineering (BPR) is a business management strategy focusing on the analysis and design of workflows and business processes within an organization. BPR aimed to help organizations fundamentally rethink how they do their work in order to dramatically improve customer service, cut operational costs, and become world-class competitors.

BPR seeks to help companies radically restructure their organizations by focusing on the ground-up design of their business processes. According to Davenport (1990) a business process is a set of logically related tasks performed to achieve a defined business outcome. Re-engineering emphasized a holistic focus on business objectives and how processes related to them, encouraging full-scale recreation of processes rather than iterative optimization of sub-processes.

Customer Relationship management (CRM) systems trend to the direction of helping organizations on their business process redesign. The advanced CRM solution takes processes to the next level and provide better support on the business requirements.

In 1990, Michael Hammer, a former professor of computer science at the Massachusetts Institute of Technology (MIT), published the article "Reengineering Work: Don't Automate, Obliterate" in the Harvard Business Review, in which he claimed that the major challenge for managers is to obliterate forms of work that do not add value, rather than using technology for automating it. Having that in mind, CRM is the automation after obliterating the processes within a business. It is the step towards modern approach of reorganization and business re-engineering.

**Keywords:** Systemic Approach, Re-engineering, CRM, Business Process

## **EA-05.05**

**Scientific Areas:** Organizational Behaviour, Entrepreneurship

### **Business Dynamics for a Pharmaceutical Company with the use of Business Model Canvas, Systemic Methodologies and their relevant software: DCSYM, VENSIM, FORIO**

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#### **EXTENDED ABSTRACT**

The entrepreneurial activity in the market is dynamic. For this reason, the existence of a business plan is crucial for the future life of a business. It describes the purpose, the procedures and the structure of a business. Therefore a greater emphasis will be given to the content of the business plan and the way it is formulated. We modeled the business plan in a system dynamics environment and we use the Business Model Canvas as a tool which allows describing, designing, creating, inventing and reviewing the business model plan. From the science of systemic analysis, we use the Soft System Methodology (SSM) developed by Peter Checkland. The application of Soft System Methodology begins with the assessment of the business environment and detection of the current situation of the enterprise. The design of this modeling is achieved through DCSYM Case Tool which is an analytical modeling organization tool. Our purpose is to describe, to observe, to predict and to influence the decisions making about which elements of the business plan change in time and how much it affects sales of the Pharmaceutical Company entitled "Power Health Hellas" products, business costs and net profits. The main approach on this issue, can be answered, through our business dynamics model, through the following question: What is the ideal level of values that should be given to the customer relationships, the values put forward by the company and the "channels" of reaching the customers to succeed and anticipate to the required demand for our products with the least possible cost for one year period? The dynamic simulation was achieved with the use of Vensim software. It is a simulation software in order to improve the performance of real-time systems. After modeling the business environment, we can observe that during the execution of the dynamic simulation, all the variables are influenced when some of the system parameters are altered. In addition, we used Forio software, a web-based simulation platform, to achieve a better model visualization, easier navigation and to provide compatibility and access from any digital device of the new technological era. Finally, our main goal is to create a business dynamics systemic tool, to help CEOs and Managers, especially for pharmaceutical companies, to attend dynamically their business plans and to be ready, in advance, for their next productive step.

**Keywords:** Systemic Methodologies, Business Dynamics, Business Plan, Business Model Canvas, DCSYM Case Tool, Vensim

## **EA-06.01**

**Scientific Areas:** Business Continuity, INSURANCE, RISK MANAGEMENT

### **Systemic Approach To Private Insurance And The Impact Of Risk Management**

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#### **EXTENDED ABSTRACT**

Given the plethora of uncertain factors that influence citizens' daily lives, the present study aims to underline the need for issuing private insurance, and to suggest a comprehensive proposal to document the importance for the foundation of a Risk Management Department within the organizational structure of an Insurance Company to empower and guarantee its function.

First, an articulation of the terms "insurance" and "risk" is provided, followed by a presentation of the vision and mission of private insurance. Based on these, a framework of activities of the Risk Management Department is defined and the necessity of its existence as a distinct department within the company is documented. Next, the area of the activity of the Risk Management Department is explored and its role as a factor of sustainability and development of the Insurance Company is documented.

Second, a study of the involved stakeholders to the function of the Risk Management Department is conducted, and, after integrating the stakeholders as separate variables in a dynamic model, they are presented as a system and a subsystem with the use of the DCSYM methodology. At this stage, a description of the design and development of a dynamic model (developed with the Vensim software), that illustrates the mechanism for converting a client's insurance application to an insurance contract, is provided. The model entails the system's variables, the interactions among its constituent components, and the processes performed for converting a client's insurance application to an insurance contract. This particular model can be used as a tool for exploring the impact and significance of the Risk Management Department on the procedures initiated within the company.

Additionally, Beer's Viable System Model (VSM) is utilized to test the viability of the company and the Risk Management Department. Specifically, the position of the Risk Management Department is investigated through the use of the VSM, and concurrently the VSM is applied to the subsystem of the Risk Management Department. The outcome of the structure of the Risk Management Department designates a series of clearly defined processes with specific inputs and outputs, which highlight the impact and support the necessity for the existence of the Risk Management Department in the proper functioning of the Insurance Company. At the same time, these processes determine the design and implementation of the department's tasks, as well as its collaboration with the rest company's departments. These processes are presented with the use of the 6 $\sigma$  methodology and the processes map is used through the SIPOC model, in the context of which

the output of a process serves as an input for the others.

Finally, the design and organizational structure of the Risk Management Department is studied in light of the project management principles, and a presentation of the risk management phases over the life of a project, as defined by the Project Management Institute, is attempted.

**Keywords:** insurnace, risk management , vensim

## **EA-06.02**

**Scientific Areas:** Business Process Modelling, Social Approaches

### **THE USE OF THE BUSINESS MODEL CANVAS ON DYNAMIC MONITORING OF FACEBOOK'S BUSINESS PLAN**

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#### **EXTENDED ABSTRACT**

Facebook is the largest social network in the world which has million of active users each second. Therefore the complexity of management company's sections is really high. The combination of Business Model Canvas, methodologies of systemic and a variety of software which give to the analyst the ability to create plans and dynamic models, are the tools that we are going to use in order to explore and dynamically simulate the models that we made for Facebook's bussiness plan. This model implementation includes all existing or possible internal and external parameters of the business. So the data that appears in our simulation is in a large chronological approachment but also a prediction for the changes that are going to happen in the company.

Finally, after we create the models that represent a large part of Facebook's Business Model Canvas, we look at various Case Studies in detail by dynamically changing the variables, and so we end up in some important conclusions which are really important information about Facebook's existence.

**Keywords:** Facebook, Business Model Canvas, dynamic models, simulation, chronological approachment, models

## **EA-06.03**

**Scientific Areas:** Business Process Modelling, Large Enterprises

### **The use of business model canvas on dynamic monitoring of IKEA's business plan.**

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#### **EXTENDED ABSTRACT**

The present study examined the using of the business model canvas on dynamic monitoring of IKEA's business plan. At the beginning of the study thoroughly analyzed the importance of IKEA's Business Plan and basically approached the IKEA's Vision Statement, IKEA's Mission Statement, IKEA's Business Idea and IKEA's SWOT ( strengths, weaknesses, opportunities and threats). Furthermore, presented the significance of Business Model Canvas and mapped the IKEA's Business Model on Business Model Canvas. In addition to this, we took IKEA's Business Model Canvas and analyzed it as a system using the DCSYM Case Tool and watching the communications between the building blocks. The study was completed with the modeling and the simulation on IKEA's Business Model Canvas using the Anylogic PLE software. So the data that appear in our simulation is in a large chronological approachment but also a prediction for the changes that are going to happen in the company. As a conclusion of the this study, it can be said that the combination of Business Model Canvas , systemic methodologies and dynamic modeling design software may change in the coming years the approach of business plans, and also the way of making decisions in operational level.

**Keywords:** IKEA, business plan, Business Model Canvas, DCSYM Case Tool, simulation, Anylogic PLE



## **EA-06.04**

**Scientific Areas:** Organizational Development & Performance Management,  
Systemic Analysis

### **The Use of DCSYM Systemic Methodology in an International Insurance Company**

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#### **EXTENDED ABSTRACT**

The present work concerns an international insurance company with international fame and branches in many different parts of the country as well as abroad. This insurance company provides benefits in various sectors such as health, home security and many others and its vision is the preference and appreciation of people internationally. The purpose of this work is to understand the way the existence the revising flowchart organizational level helps in the solving of problems.

By using the appropriate tools and following the DCSYM Systemic Methodology, the designing of the existing state will take place pursuing the solution of complex and multidimensional problems. There will be a clearer representation of the possible problems and weaknesses that can arise from the structure of the communication channel and control between subsystems and the labor force that deals with these correspondingly as well as the existence of distorted communication.

By using, therefore, DCSYM the company's interior environment and since it offers us a hierarchical order, we have the visualization of the structure and the operating mechanism of the system and we observe these communications, which in some way have to be optimized for a more efficient result.

An analysis of not only the existing situation of the problem, but also a reference to events that did not cover the clients' needs as for example in health incidents, where the ambulance did not include a doctor, but was something which was considered necessary in the condition of the particular patient, or safety incidents in which the damage was able to be directly dealt with by a mechanic at the place of the incident avoiding the vehicle's transportation.

From the moment that notice is taken that the partners are not sufficient for the right response, a new position which will be created in the call center after consideration and research. The reason that the coordinator will be placed there is because he will be able to have direct communication with the departments of Call Center, Providers Network, Drivers and Services and therefore he will be able to give the appropriate instructions and advice to doctors and mechanics whose role is dominant in health and the road safety.

This improvement proposal will ensure the immediate and safest response to the customer as well as the avoidance of a waste of money from the company's side, for example by bringing a doctor who was not needed in the ambulance.

**Keywords:** DCSYM, DCSYM Case Tool, Insurance Company

## **EA-06.05**

**Scientific Areas:** Procedural Systems, Knowledge Management

### **How far and how deep can innovation be introduced and absorbed in the (present) market?**

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#### **EXTENDED ABSTRACT**

The scope of energiproject is to observe, check over, study, analyze, develop, test and experiment with innovation techniques in the wider field of energy matters. Most of the times we use what science already knows efficiently but through the 'journey' of research unexpected outcomes might surprise us by enriching and embracing what science has already taught us. It is intriguing how in this way things that can't be seen but are lying right before our eyes turn out to be the best and most successful innovations.

The initial triggers for the project were all the discussions surrounding promotions and commercials focusing on fuel efficiency or saving devices in everyday life and whether those inventions are indeed functional or just scams. While using and testing the above devices it was very soon realized that data collection and computation was not objective and reaching a concrete conclusion was very difficult. Therefore the only way to reach a plausible result and a realistic outcome would be to use quantitative and qualitative methodologies that are undeniable (tested and approved).

As the research was unfolding and some good outcomes were reached and developed it was confirmed that there are indeed ways we can improve combustion efficiency with add on systems. At the same time it became obvious that this would result in us having to deal with two types of stakeholders: those that would benefit from this and would be pleased by the outcome and those that would be exposed and at a loss, that would become your 'enemy' and 'fight' against this by all means. At this point a more careful examination was needed to analyze the project risk and find the best to deal with any discrepancies.

During the research, more data and statistics were obtained offering the project a better picture. In addition, with more information at hand a better trigger was given on how to improve these technologies and the final products.

The introduction and implementation of the newly developed (growth) products to the public was faced with difficulties as people have a skeptical and critical approach towards new ideas and unknown products. Resistance to change was also felt by those people (stakeholders) that actually could benefit from these products; even those people do need proof to be convinced. At this point in the

research you start to realize how important it is to have a good strategy and knowledge on how to infiltrate common sense and shape a new perception to those who already think they have the know-how and expertise.

In other words, any innovation that needs to go beyond research and development and become profitable has to deal with all those tricky concepts and find a way out to success.

Only in this way can balance be achieved for both R&D that needs funding to carry on and the companies that need to profit from those ideas and/or products.

**Keywords:** innovation, risks, sales, stakeholders, systemic approach

## **EA-07.01**

**Scientific Areas:** Strategic Management, Sport Management

### **Sport Business Excellence: A Systemic Approach**

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#### **EXTENDED ABSTRACT**

If a sport business wants to achieve a leading position in the market, customer satisfaction should be its main objective. Towards this direction, human resource empowerment is of vital importance according to the existing literature (Lovelock & Wirtz, 2010). Therefore, having the right set of employees and practices helps to deliver high levels of service quality for the customers and helps a sport business to adopt the customer-oriented behavior mindset (Horney, 1996; Chow et al., 2006), which provides competitive advantage and increases the profits of organizations (Shah, Rust, Parasuraman, Staelin & Day, 2006).

Moreover, one of the most important aspects that contributes to sport business competitiveness is the use of Total Quality Management (TQM) techniques. TQM techniques contribute to increase the overall quality, and play a significant role in innovation, employee involvement and loyalty and the financial stability of sport businesses (Rexhepi, Ramadani & Ratten, forthcoming).

According to the business literature there is a statistically significant positive relationship between organizational culture and innovative work behavior and that organizational culture significantly predicts innovative work behavior, which is crucial for the enhance of performance and success of any sport organization (Eskiler, Ekici, Soyer & Sari, 2016).

In addition, the research has revealed that the sport organizations led by transformational leaders achieve organizational goals, superior teamwork, and customer orientated strategy (Wallace & Weese, 1995).

Given that critical business factors such as: human resource empowerment, customer oriented strategy, leadership, organizational culture, innovation and TQM have described as outstanding business practices in managing the sport organizations and achieving excellence (as suggested by the literature) the purpose of the present study is to examine in a holistic manner all the above mentioned business practices and their contribution to the effective management and operational excellence of modern sport businesses.

## Methods

The particular research project is an on-going research and up to now data has been gathered from a random sample of 162 managerial and technical directors of 162 Greek Sport Businesses (from a total sample of 180 large fitness clubs in the Region of Attica, which recognised by Association of Fitness Clubs Owners). For the purpose of the study a 48 - item questionnaire was used, which developed by Papaioannou and Kriemadis based on the reviewed literature on strategic management and business excellence as well as on input and suggestions from reviews offered by a selected panel of experts. The questionnaire provided specific information concerning the sport business excellence in the Greek sport business sector, demographic characteristics of the respondents and managers' perceptions related to the performance of the sport business. More specifically, the questionnaire comprises the following key units:

1) Human resource empowerment

2) Customer oriented strategy

3) Leadership

4) Organizational culture

5) Innovation

6) TQM

7) Business performance

The seven-factor questionnaire describing the most salient dimensions of sport Business Excellence which referred in achieving excellence in the most critical aspects of a sport business. The questions were answered using a five point Likert Scale. The reliability of the questionnaire was assessed through Cronbach's coefficient alpha ( $\alpha$ ). The reliability of the scale was found to be:  $\alpha = .936$ . The content validity of the questionnaire was determined by a panel of experts which consisted of 6 academics and practitioners in the fields of strategic management, business excellence, sport professionals, management research, and sport management.

## Conclusion

The paper will present and explain descriptive statistics of the research and the extent to which the sport business excellence is applied to Greek sport businesses. As the number of sport businesses is increasing there is immediate need to perceive what will make them more effective and competitive. The results of the study reinforced the belief that sport business excellence is a major factor for sport business activity, because it may contribute to the viability and profit increase of sport businesses.

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**Keywords:** Sport Business Excellence, Sport Business Sector.

## **EA-07.02**

**Scientific Areas:** Strategic Management, Sport Management

### **Excellence in Managing Sport Organizations**

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#### **EXTENDED ABSTRACT**

According to EFQM Excellence Model (2013), "excellent organizations achieve and sustain outstanding levels of performance that meet or exceed the expectations of all their stakeholders" (p.1). In addition, contemporary organizations need a management framework in order to be successful (Evans and Lindsay, 2008). In Europe, the EFQM Excellence Model constitutes the management framework needed while in the USA, the Baldrige Excellence Model has been created to provide American organizations and enterprises with the management framework to achieve sustainable excellence (Baldrige Excellence Builder, 2017).

Excellent organizations continually improve the following factors which are actually the EFQM Excellence Model's criteria: (a) Leadership, (b) Strategy, (c) People, (d) Partnerships and Resources, (e) Processes, products and services, (f) Customers, People, Society, and Business results. Correspondingly, the Baldrige Excellence Model criteria are: (a) Leadership, (b) Strategy, (c) Customers, (d) Workforce, (e) Operations, (f) Measurement, Analysis and Knowledge, results. It is evident that there are many similarities between these two world Excellence Models.

The Fundamental Concepts of EFQM Excellence Model are the following:

1. Adding value for customers
2. Creating a sustainable future
3. Developing organizational capability
4. Harnessing creativity and innovation
5. Leading with vision, inspiration and integrity
6. Managing with agility
7. Succeeding through the talent of people
8. Sustaining outstanding results

The Core Values and Concepts of the Baldrige Excellence Model are the following:

1. Systems perspective
2. Visionary leadership
3. Customer focused excellence
4. Valuing people
5. Organizational learning and agility
6. Focus on success



7. Managing for innovation
8. Management by fact
9. Societal responsibility
10. Ethics and transparency
11. Delivery value and results.

Sport organizations are currently implementing EFQM excellence model and Baldrige Excellence Model as a means for addressing the issues of excellence, continuous improvement and enhancement of their competitiveness in today's business world. Sport organizations use these Excellence Models not only as a means for their self-assessment process and continuous improvement but as their management framework as well.

According to the Excellence Models values and management criteria, sport organizations should focus on improving the way the sport system is delivered if they wish to achieve success. They should consider and improve continually all the important sport related factors related to the criteria of the Excellence Models presented above, such as: (a) Talent identification structures, (b) Athlete development pathways, (c) Sport science support, (d) Coach education system, (e) Access to facilities and equipment, (f) Anti-drug framework, (g) Athlete lifestyle support, (h) Competition structures.

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**Keywords:** Excellence, Sport Organizations.

## **EA-07.03**

**Scientific Areas:** Strategic Management, Sport Management

### **TQM and Sports**

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### **EXTENDED ABSTRACT**

TQM and Sports  
Sports have been demonstrated through centuries, as human activities for ceremonies, celebrations, physical pursuit, leisure activities and now, to an increasing extent, as a big business (Chadwick, 2009; Shannon, 1999). The sport industry has multiple sights, which are expressed with various actions at different levels and often in parallel (Chadwick, 2011). With the term sport industry we mean all activities in the sport industry value chain, as defined by Smith (2008). These include activities associated with public sector institutions that develop government sport policy; nonprofit activities, as sport clubs and international federations; and activities related to the professional sport sector which include professional clubs, leagues, major events and commercial sports facilities, offered to the public and whose primary purpose is to make profit from an association with sport (Smith, 2008 as cited in Kauppi et al., 2013).

Sport industry is part of the service industry and constitutes a major business, economic and social activity, visible to a global audience (Kauppi et al., 2013). International literature (Gilmour, 2010; Kaushik, 2010), presents instances of sport industry's failure, i.e. events, which have negative business, economic and social consequences. Failures that could be predictable and preventable and for this reason provide managerial challenges for improved quality and performance. The major problem related to quality, is that sport organizations management, usually do not perceive their organization as a whole system composed of components that interact with each other for the good of the organization (Rexhepi et al., 2016). Thus quality programs as total quality management (TQM), that implement organizations systemic approach, should be implemented into sport organizations whose goal is to improve the overall quality of the organizations (Lobo and Jones, 2003). A number of studies and researches have concluded that organizations that use quality programs demonstrate better teamwork and make better decisions and an overall better performance in comparison with those which do not use quality programs (Beheshti & Lollar, 2003; Karastathis et al., 2014).

The aim of this paper is to examine the implementation of TQM and its influence on the sports organization's performance, by using a comprehensive systematic literature review of the relevant literature on TQM and its importance for sport organizations.

This study is expected to provide a conceptual framework for sport organizations managers, in order to identify the appropriate TQM techniques toward the improvement of the overall quality in their organizations.

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**Keywords:** TQM, TQM techniques, sport organization, performance.

## **EA-07.04**

**Scientific Areas:** Operations Management , Public Sector

### **A Systems Approach for the Organizational Excellence in a Public Secondary School**

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#### **EXTENDED ABSTRACT**

The Greek Public Educational System at a Secondary School has been organized in such a way that it has a vision, purpose, and goals. Also, there are design-structural methods to achieve these goals. Finally, with these methods and the available means we, the teachers, have, we do our best to operate and "produce" the educational product.

Today, although there is a vision, purpose and goals in education, and methods to achieve these goals, there is still a concern and an extra effort to change these methods and try to find out new ones in order to achieve better educational results.

In these efforts, we shall try to use the DCSYM Systemic Methodology and its respective software namely, DCSYM Case Tool, in order to improve the existing situation in public secondary schools, just as it has been already succeeded in companies and organizations where DCSYM has been implemented and has led to operational results.

We shall present you a design-picture of the current state of organization and operation at a secondary school today. We shall show to you how, by using DCSYM, we shall improve the situation in a new upgraded one that is closer to the new desired results, thus increasing the output of our educational product.

Finally, we shall present the comparison between the current and the future organizational situation through the DCSYM designs at our Secondary School and this is going to be the language for our further discussions for improvements keeping the human factor at the higher organizational level.

**Keywords:** DCSYM, DCSYM Case Tool, Organizational Excellence, Public Secondary School

## **EA-08.01**

**Scientific Areas:** Operations Management , Large Enterprises

### **Revisiting effective organizational measures to maximize utilization of mega sport venues**

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#### **EXTENDED ABSTRACT**

Sport venues have attracted the attention of sport audience as well as the industry due to the magnitude, ‘spectacularity’ and obvious developmental potential they present. Increased city initiatives investing in venue construction as well as event bidding evidently prove their catalytic impact on localities. This increased interest though tends to present different starting points based on the stakeholders’ strategy and estimations on returns on investments. Urban regeneration, cities’ image competition, professional sport accommodation, mega events attraction, sponsors’ increased power over sport events consist some of the factors leading to venue construction growth. However, despite the recorded venue and mega events increase, the effective and optimum long term operation and usage seems to remain a complex managerial puzzle for policy makers and operators urgently searching for appropriate venue design but most importantly effective systematic operations and sustainable practices to ensure long term usage.

The present analysis aims to provide a conceptual framework which incorporates all critical managerial and operational dimensions of venue viability. A critical review is attempted based on venues dimensionality, changing local features and stakeholders’ interests on efficient operation and management. To provide an effective insight, an analysis of this growth is discussed together with data on venue magnitude, sport-related operational mechanisms, venue operational planning and specific event requirements. In parallel, venues are examined in their media, technology and social networking increased dependency. The analysis through theoretical paradigms as well as market practices attempts to enlighten all social, economic and developmental aspects involved in venue creation and operation. Environmental practices are examined here as part of a sustainable conscious as well as venue marketing-related strategies.

Privatization of venues, professional teams’ venue ownership, urban aesthetic upgrading through venue construction and building local image become concrete outcome of the present analysis proving that sport venues design and managing is a multi-facet issue in need for in-depth evaluation. The study suggests that venues presently engage basic principles of quality and sustainable management targeting viability and long lasting returns. Suggesting a secured return on investment and further more the viable future development of sport venues is proved to be a complex equation examined here to offer understanding and contribute to dimensional highlighting.

**Keywords:** events, sport venues, venue utilization, sustainability

## **EA-08.02**

**Scientific Areas:** Marketing,

### **Optimizing the UEFA brands through the introduction of social responsibility constructs as dimensions of successful brand building and safeguarding.**

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#### **EXTENDED ABSTRACT**

Corporate sponsors withdraw their support for sport properties, mainly because there is no adequate measurement to verify the returns on their investments. Instead sponsors turn their support to community sport organizations (i.e. independent foundations) as a CSR communication strategy and invest in social responsible actions in order to improve their position in the market. The argument for the present project is that UEFA as the central football organization should adopt similar corporate behavior and become accustomed to the new business environment in order to secure a greater share of the sport marketplace i.e. sponsorships, gate revenues, media rights, merchandising. To do so UEFA should enhance its social responsibility activity and become an attractive partner for social corporate investments in the field. The proposed research project seeks to study consumers' perceptions about UEFA service brands, in relation to its social responsibility issues and the degree to which these perceptions affect behaviors in terms of market share. The significance of the study lies in the insights that can be drawn, as to whether spectator perceptions regarding UEFA's social responsibility, influence its brand equity as well as its share within the sport marketplace. The research project proposes that each separate UEFA's brand should include a social responsibility construct as a dimension for successful brand building and safeguarding. The outcomes will provide executives the ability to design and deliver enhanced brand building campaigns based on consumers' societal concerns and also the ability to acquire corporate social investments in the form of social engagement sponsorships. This will allow UEFA to enhance further its brands; to gain greater share of the domestic sport market; and expand in markets beyond borders with different cultures but common social concerns and values. The present research is a preliminary conceptual approach to a tri folded inquiry as it will bring together different but convergent streams of knowledge from sponsorship, branding and CSR in the context of professional football at an organizational business level.

**Keywords:** Professional Football, social responsibility, branding, sponsorship

### **EA-08.03**

**Scientific Areas:** Strategic Management, MARKETING AND PLACE BRANDING

#### **TOURISTIC DEVELOPMENT IN TERMS OF SUSTAINABILITY: IDENTIFYING THE EXTROVERT IDENTITY OF PIRAEUS**

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#### **EXTENDED ABSTRACT**

The application of the principles of sustainable development to the destinations and the various sub-sectors of touristic activity and the integration of environmental, historical and cultural elements into the touristic product, is becoming a dynamic factor for the touristic development within an area, as: a) it meets the contemporary needs of the tourists and the host city, by protecting and improving the future prospects, b) integrates the management of the resources in a way that the economical, social and aesthetical needs are met, and c) preserve the cultural integrity, the essential ecological processes and the living systems. Nowadays, lots of cities have been involved in procedures for the creation of new brand or the revival of their existing brand, in an effort to become competitive on the global market.

The city of Piraeus, due to its geographical location, offers significant opportunities to exploit it. This paper examines the outward-looking identity of the City of Piraeus, which, through its tourist development and the emergence of the comparative advantages of the City, aims to increase the perceptual ability of the consumers, which will lead to a viable competitive advantage, from which all businesses that operate in the City of Piraeus, and even more the municipality of Piraeus, will gain benefits. In this direction a survey was conducted in which participated 101 people that their occupation is relevant to the port and the city of Piraeus, who, via questionnaires and interviews, expressed their views and suggestions for the promotion of the identity of Piraeus on an international autonomous touristic destination.

In this context, a number of parameters will be considered, as the cultural and athletic-sea tourism, the organization of cultural and sporting events, the winter tourism, the Port services, the archeological sites and attractions, the building facilities, the touristic infrastructure, etc., elements that will contribute to a new beginning for the city, its residents and entrepreneurs, improving the local economy.

**Keywords:** Tourism development, Sustainability, Identity, Tourist destination, Piraeus



## **EA-08.04**

**Scientific Areas:** Strategic Management, Information Systems

### **Business Excellence Models and Information Systems Evaluation Models: A comparative approach**

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#### **EXTENDED ABSTRACT**

In today's dynamic business environment companies and organizations try to find new ways and adopt new approaches in order to achieve their strategic goals, and ensure their long-term success and survival. One approach in which they have shown an increasing interest the past years is the evaluation of their business performance through the deployment of Business Excellence Models. Business Excellence Models are frameworks applied within an organization in order to focus thought and action in a more systematic and structured way that should lead to increased performance. These models are holistic focusing upon all areas and dimensions of an organization, providing a framework to assist the adoption of business excellence principles, and an effective way of measuring how thoroughly this adoption has been incorporated. There are various Business Excellence Models developed worldwide, with the most known to be the Malcolm Baldrige Award Model and the European Business Excellence Model. These models are based on specific fundamental concepts which are integrated to the model. Each model contains a number of criteria: enablers, that is what an organization does and how, and results, that is what an organization achieves. The performance evaluation is based on the logic that organizations first set the required results for each enabler, and then plan and develop the approaches in a systematic and integrated way.

Another approach is value creation and value appropriation through the optimized use of their resources. One of the most important resources that organizations have is information, which, with the appropriate use, can contribute significantly to its long term survival and success. To maximize the outputs derived from the effective use of information, organizations spend great amounts of money for the development of Information Systems (IS) and Information and Communication Technology (ICT) infrastructure. To evaluate the value created using information systems many models and frameworks have been developed, with the most known to be the DeLone & McLean's Success Model and the CobiT framework. They aim at helping organizations creating optimal value from the use of Information Systems maintaining a balance between realizing benefits and optimizing risk levels and resource use. This study examines in parallel frameworks and models used for business excellence and the evaluation of information systems aiming to draw useful conclusions whether Business Excellence Models and Information Systems Evaluation Models or Frameworks have common bases and whether Information Systems Evaluation Models can be used for achieving business excellence. The main principles of the Malcolm Baldrige Award Model and the European Business Excellence Model as well as the DeLone & McLean's Success Model and the CobiT

5 framework are presented and compared. Subsequently, their structure is analyzed and compared. Finally, a comparison of the metrics used for the performance evaluation used by each model is presented.

**Keywords:** Business Excellence, Information Systems, Evaluation

## **EA-08.05**

**Scientific Areas:** Education & Learning,

### **New Training Methods and Good Practices: E-learning**

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### **EXTENDED ABSTRACT**

The rapid progress in the areas of Information and Communication has created conditions for revolutionary changes in many fields such as the Education and Entertainment. Technology, has "invaded" in our lives and in Education, expecting to optimize the delivery of knowledge, automating and simplifying the training process. We all face this new reality and we could not be spared because of our compulsory adaptation to the new conditions, new technologies and requirements of our society.

The effects from the development of the new educational technologies and the penetration of information technology in almost all areas of human activity are many and today we talk about "information revolution." Young people now are invited to live in an "information society", which is characterized by dynamism, wide spread and continuing education. In our workplace we have now created a new order. Beyond the emergence of new professions in technological areas, in almost all occupations the knowledge of computers is required. There is an urgent need to redefined and redesigned the means employed for the education and training for students and workers, to exploit all these new technologies.

The internet primarily used as a source of a large volume of data and educational material from where the interested parties have access to all kinds of information. The web search encourages research, cultivating ideas and skills and helps to improve the information and the communication of individuals. Internet can support and contribute to the development of various learning methods such as:

- Learning through practice (learning by doing)
- Learning by reflection (learning by reflection)
- Learning through case study (case-based learning)
- Learning through exploration (learning by exploring)
- Random learning (incidental learning)

The new horizons which are opened via e learning lead to the deliberate application of new knowledge, the use of flexible products and they create social,

economic and cultural impacts. Some key features that make this unique combination so attractive is the interactivity between the user and the means and the ability to provide information to the common user.

**Keywords:** e-learning, education, information technology, interactivity, knowledge

## **EA-09.01**

**Scientific Areas:** Organizational Development & Performance Management,

### **Digital transformation of organization in a unstable environment: The need of systemic methodologies for a smooth transition and development of organization**

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#### **EXTENDED ABSTRACT**

The organizations especially since the beginning of 20th century had to fight against constant changes derived from the external environment. Since 1950, technology is also a key factor which cause rapid changes in both internal and external environment. Today it causes so rapid changes which make the organizations hardly follow or manage to do so with some delay in most cases.

As time goes, technology has the most important role in setting up and operation of the organizations.

Since technology is part of the organization, the digitalization is a must in order to transform the traditional organization to a digital one and obtain all the benefits of the digital technology. In this way, there will be a sustainable organization keeping up the vision and the target of it. In order to make a successful digital transformation you need to consider the following:

1. Make a clear plan to what you want to be the achievement
2. Make a vision
3. Prepare the people for the change
4. Engage the people in the transformation
5. Choose the correct technology that fits to the vision and to the people who use it
6. Monitor the transformation and set KPIs for the organization

All above with the usage of systemic tools like DCSYM, Vensim, Delphi and some more which will be presented, make the whole transition smoother.

**Keywords:** systemic, digital transformation, DCSYM, Vensim

## **EA-09.02**

**Scientific Areas:** Business Process Modelling, Organizational Development & Performance Management

### **Achieve Organizational Excellence through systemic approach in leadership**

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#### **EXTENDED ABSTRACT**

Each organization strategy includes the achievement of organizational excellence, excellence towards the organization, the stakeholders, the society and the environment. The key to organizational excellence is excellence leadership. Organizations develop various programs or design changes trying to achieve excellence leadership.

In order to excel in leadership according to our study, four foundational values are required: joy, hope, peace, love. These values with the usage of systemic methodologies and system thinking provides the key to achieve organizational excellence.

This paper provides the way of how we achieve organizational excellence by system thinking. Starting by an introduction to systemic methodologies and systemic thinking we will proceed with how both leads in leadership excellence. Then how a new organizational strategy enable the leaders improve the situation and increase the performance of the organization. Skills that are needed by the leaders will also be analyzed. Finally, by providing some examples, we conclude on how system approach with the necessary strategy and skills leads to organizational excellence.

**Keywords:** systemic thinking, organizational excellence, DCSYM

### **EA-09.03**

**Scientific Areas:** Business Process Modelling, Small- & Medium-sized Enterprises

#### **DCSYM and SWOT Analysis as Tools of Process Recording in a fictional Driving School An Overview of the past improvements and upcoming new methodologies that are to be used**

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#### **EXTENDED ABSTRACT**

In this paper, a further process recording of a fictional driving school is presented.

The aim is to improve most of the operations of a driving school that have to do with problematic business processes. This can be achieved by reducing even more unnecessary complexity left behind by previous research. This has not only to do with the driving school's processes themselves, but also with processes designed and reformed in the meantime by external stakeholders such as the Ministry of Transport or the Ministry of Finance. This requires compliance with the redesigned processes as far as possible and some software will be on demand that must be tailor made according to the driving school's specifications.

This paper is focusing on the prior hierarchical structure and examines the current mode of operation of this fictional driving school. Every obstacle that causes unjustified complexity and systemic pathology becomes known.

The representation of the prior operation status was done using Design and Control Systemic Methodology (DCSYM). This became even more convenient because of the DCSYM Case Tool, a software application that describes each communication, marked by various communication types at that prior state of the driving school. The DCSYM Methodology is also used to make a further fine tuning of the current way of operation. It spots the interaction among the subsystems which constitute the total system of the driving school, and inquires the kind of communication, whether it is potential conflict, good communication, purposeful action, general interaction, distorted communication or distorted purposeful communication. The communications between the parties are established with clear and secure methods and there are no mistakes in their execution. Communications and processes must additionally be easily recognized, so that their operation is clear for everybody that comes in contact with them for the first time. DCSYM is able of creating procedures for the driving school, which will be best as possible without unnecessary intermediate steps.

A SWOT analysis takes place along with the use of DCSYM Methodology, which refers to the strengths and weaknesses of a fictional driving school, to its threats and opportunities that may appear, in order to make the maximum use of the

dynamics of this business.

An upcoming Methodology to be used could be the Structured Democratic Dialogue or SDD. In this paper the conditions for applying this methodology will be clarified. The SDD Methodology will be effective if the stakeholders are capable of setting the proper triggering question that will respond to the most common problems of driving schools. The new Cogniscope Software is the ultimate tool for coming to conclusions. Both DCSYM methodology and the tools described above will provide all required information, so that the driving school will be able to operate with less complexity and more effectiveness during interaction with external stakeholders.

**Keywords:** DCSYM, SWOT, SDD



## **EA-09.04**

**Scientific Areas:** Business Process Modelling, Entrepreneurship

### **Systemic Approaches to Strategic Planning for Optimization of the Organizational Structure of a construction company**

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#### **EXTENDED ABSTRACT**

In a very hard and competitive environment due to certain conditions in the construction market we will analyze the structure of a company, the dangers and the difficulties that is facing. In order to survive in our days in this complex environment it is important to transform as an organization its structure and strategy in order to align with the needs of the market.

This construction company is a very complex organization covering the entire spectrum of this market, with many departments, a lot of problems in the internal communication, the operation and the production cycle. It is a big construction firm dealing with private and public construction projects while in parallel operates two industrial units. It is one of the biggest construction companies in Greece.

The most important thing for an organization is to be ready to make the appropriate changes and to select a different approach which will lead to the necessary transformation and finally manage to achieve its goals. Even the existence of an organization is not secured nowadays unless it will be able to follow the new needs of the market.

For that a change in the strategic planning of the organization and a holistic approach of the complexity of the market will decrease all this dangers and will allow this company to find the roots of the problem and to reengineer all the procedures. The purpose of the analysis is to redesign business operation aiming at maximizing customer's satisfaction, establishing a new profile for the company and expanding its customer base.

The first step is to study the sector environment using SWOT analysis and in parallel the existing situation of the company using different systemic methodologies such as Design and Control SYstemic Methodology (DCSYM), Viable Systems Model (VSM) as well as other systemic tools.

Improvement of the existing situation is being proposed in order to achieve an optimal operational structure. A new design of the company operations is being described after the improvement proposals using the Systemic Methodologies. The results of the above proposals are very clearly showed through the analysis, where we can see the new and more structured way of the operation and control

between the departments of the company, which is saving time and induces a way of quality control in the projects, operation and products.

Conclusions for the appliance of the above optimization proposals are being presented. Furthermore thoughts about further improvement of the procedures and the operation of the company are proposed.

**Keywords:** Systemic Methodologies, Systems Thinking, System Dynamics

## **EA-09.05**

**Scientific Areas:** Logistics, Operations Management

### **Design and implementation of an intelligent Energy Management system in retail stores**

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#### **EXTENDED ABSTRACT**

Effective and efficient Energy Management is essential in retail stores due to limited resources, rising energy costs as well as increased environmental requirements.

However, operation and maintenance cost reduction is two important drivers and motivators for a super market. On the other hand, it is necessary to offer a friendly and comfortable environment to the customers. All buildings require some form of energy to operate.

In particular, the need for more sustainable or green buildings puts pressure on the operating and capital budgets since most improvements require some amount of capital investment. In order to decide for the implementation of efficient improvements it is necessary to have a reliable Energy Management system, which is going to give us reliable data in real time.

Moreover, many sustainable improvements require changes in behavior. In order to overcome this problem it is necessary to have reliable data from EMS which will be used for support decision and communicate the results to the personnel. As the sole energy source for fulfillment of energy demand for super market, the Energy Management System always be in normal operation to ensure that all loads in the supermarket are available for work, over normal shifts, extended shifts, or even 24 hours a day.

Using the DCSYM and the VSM tools we will analyze the current situation of the energy use procedure in the super markets, we will show the communication flow between the users of stores, the suppliers and the technical department. Moreover, it will be designed the communication channel between the Energy department and external suppliers, sub-contractors as well as external partners. Following the results of the DCSYM Methodology it will help us to design an intelligent and efficient Energy Management system.

Moreover, it is necessary, to plan and install an efficient Energy Management system, which will take into account all parameters which are the main drivers for the Energy Consumption in stores, such as external temperature, occupancy. They always give consideration to supplying the most efficient use of available energy, space, customers, requirements and safety for the stores.

During the structure phase of a process oriented Energy Management it is necessary to describe all steps of processes (leading processes, core processes and support processes). Using the Viable System Model of Stafford Beer we will analyze the influence between all steps of this system. We will design an organization structure and a role model for tasks, competence and responsibility.

To sum up, in order to design and install an efficient Energy Management system in a dynamic environment it is necessary to analyze the various elements of this system as well as the interaction between them. The strategic plan process has to be based on Real-Time Information. The structure of the process has to be designed in such a way that it will be not influenced by a problem. This means that the process has a start and an end every time we try to run through it. It has to be guaranteed that every step of the process can be used flexible independent of a problem.

**Keywords:** Super markets, Energy Management System, DCSYM, Viable System Model (VSM), Real-Time Control.

## **EA-10.01**

**Scientific Areas:** Creativity & Innovation, Architectural Research

### **Architecture & Modern Physics**

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### **EXTENDED ABSTRACT**

SINCE MY EARLY DAYS OF STUDY regarding ARCHITECTURE - FUNCTIONS AND FORMS NOT TO mention THE COLORS - I WAS attracted EVEN IT WAS obvious NOT AT my STRONG understanding - BY THE LAWS OF physics That WERE governing THE WOLD OF BUILDING - AND THE BUILDINGS PROJECTS AND THE BUILDINGS INDUSRY - ?! besides AT THAT TIME AT OUR UNIVESRITY it is HARD TO confess that OUR professor of Structures WAS THE MOST passionate OF HIS WORK and our classes when he was presenting the laws of the structures were to say the least electrifying ALL OUR OTHER TEACHERS WERE MORE TURNED on TO THEIR OWN PREOCCUPATIONS THEN CONFESSING TO SOME YOUNGSTERS THAT WERE NOT MUCH AWARE WHAT THEY WERE GETTING INTO AT THAT TIME ! THEN JUST following THE NOW DAYS TRAND IN OUR FIELD - AND EXTENDING THE STRUCTURAL INTEREST FROM ARCHITETCURAL OBJECTS TO FORMS ART AND creating a NEW LANGUAGE FOR OUR BUILDINGS One think CAME TO MY MIND - -- WHAT IF THE LAWS OF SCIENCE TRANSLATED TO US THROUG THE NECESITY OF THE STRUCTURAL DEMANDS ARE NOT REFERING ONLY TO THE MECHANIC ASPECT OF THE BUIDING BUT COULD JUST GIVE US THE EXPLANATION OF ONE COMPLETELY NEW WAY TO understand WHAT WE DO AND ALSO HOW WE DO IT IN THIS specific DOMAIN OF HUMAN CREATION ! - THEN WHAT ALSO attracted MY attention WAS - LONG TIME ALL WELL Known THE THEORY OF RELATIVITY OF ALBERT EINSTEIN - THAT COME ON AT ABOUT 1905 - WELL THIS IS WHAT ABOUT modern ARCHITETCURE WAS STARTING TO MAKE THE FIRST STEPS - IN THE WORL - MAYBE JUST MAYBE IT Was NOT JUST A COINCINDENCE - coincidence - maybe we could just relate the two events - and maybe just maybe also could relate the Now Days efforts for a new architecture brought on with new forms and unbelievable new volumes - to the theory of the great Physician of the early days of the 20th Century - could we aspect something new now at the beginning of the 21th one !! maybe not just aspect - just make the connection !?? search for the conclusions - calculate the benefits - explain the effect on our Cities ??

Architecture is for sure a wonderful part of human creation , activity all through it's long history , would it have started with the paintings in the caves of Spain , or the rocks of Stone Hedge , did it start with the difference between a rock and a tool , would some time begin with a moment of contemplation , that might have brought an action that did not make much sense in the first place , but related the human activity with something , is introducing the architect - to the surroundings to the armor of time and contemporarily . Ironically , the built

environment concluding to something so opposite to what the natural medium was and is ,as building of rocks probably or preparing painting colors and repeating the initial creative act , where ever would it have been, the beginning it is sure , it started with a kind of thinking that was going to promote so much , and to last so long and , create something so important that the humanity as a total would have to reflect for some time to understand and to go on .

**Keywords:** architecture structure physics relativity art science

## **EA-10.02**

**Scientific Areas:** Banking, Finance

### **Mergers and Acquisitions in Banking Sector**

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#### **EXTENDED ABSTRACT**

Mergers and Acquisitions (M&A) describe the purchase, the sale and the consolidation of companies, their subsidiaries and their assets, as they are a strategy for developing and consolidating businesses in the international competitive and business environment.

M&A are a lever for business growth and leads to a more efficient allocation of resources, fostering innovation and the economy in a more general context. However, they should be done with caution, because if the short-term benefits are targeted, competition is being distorted and consumers are burdened.

This study has as a main purpose to present the method of M&A and the investigation of the impact on both the profitability of enterprises - mainly in the banking sector - and on the well-being of consumers. Moreover, the study refers to the attitude of the principles of Competition Policy, which ensures healthy and fair competition in the market and highlights the impact of the global financial crisis (2008) on the banking sector. Finally, the merger of Piraeus Bank with the Cypriot Banks is presented as a case study.

**Keywords:** merger, acquisition, banking sector, finance

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