

HELLENIC SOCIETY FOR SYSTEMIC STUDIES (HSSS)

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Effective Management of Public and Private Organizations through Systemics and Technologies

16th HSSS National & International Online Conference

confe.hsss.eu | 24-26 Sept, 2020 | Tripoli, Greece

PROGRAM & ABSTRACTS



In collaboration with:

University of Peloponnese
School of Economics and Technology
Dept. of Management Science and Technology

Hellenic Administrative Chamber

Panhellenic Association of Local Authorities
General Secretaries

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HELLENIC SOCIETY FOR SYSTEMIC STUDIES

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Mr. Aris-Rallis Antoniadis
Department of Informatics, University of Piraeus
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Athens, Greece

Welcome Message

The Hellenic Society for Systemic Studies (HSSS)

in collaboration with the

University of Peloponnese
School of Economics and Technology
Department of Management Science and Technology

Hellenic Administrative Chamber

Panhellenic Association of Local Authorities
General Secretaries

welcome you

to the 16th HSSS National & International Conference

Effective Management of Public and Private Organizations through Systemics and Technologies

On behalf of the Hellenic Society for Systemic Studies (HSSS) we would like to invite you to the 2020 HSSS 16th National & International On-Line Conference, organized in collaboration with the Department of Management Science and Technology, University of Peloponnese, the Hellenic Administrative Chamber and the Panhellenic Association of Local Authorities, General Secretaries.

The HSSS's annual National and International Conference is held alternately in different cities of Greece in collaboration and/or under the auspices of one or more local Universities 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 "Systemics" 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 Organizational Intelligence.

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 members' participation of the European Union for Systemics, the International Federation for Systems Research (IFSR), the International Academy of Systems and Cybernetic Sciences (IASCYS) 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.
- Members of National and International Organizations.
- 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.

Tripolis is the capital of the Peloponnese Region. Its economy is also supported by manufacturing, trade, services and tourism.

Tripolis 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 for the Organizing Committee

Professor N. Assimakopoulos,
President of HSSS,
President of the European Union for Systemics,
Department of Informatics, University of Piraeus

Professor D. Sotiropoulos,
Head of the Department of Management Science and Technology, University of Peloponnese

Chair for the Scientific Committee

Professor P. Liargovas,
Department of Economics, University of Peloponnese
President of the Centre of Planning and Economic Research

Professor A. Kriemadis,
Department of Management Science and Technology, and President of Innovation and Entrepreneurship Committee, University of Peloponnese

Dr. K. Papadimitriou,
President of Hellenic Administrative Chamber

Dr. M. Christakis,
President of the Panhellenic Association of Local Authorities General Secretaries

Acknowledgements

The Board of Directors of the
Hellenic Society for Systemic Studies
&
the Organizing Committee of the
16th 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

Thursday 24th September, 2020

09:30 - 10:15	OPENING CEREMONY WITH SALUTATIONS
10:15 - 11:45	KEYNOTE ADDRESSES
11:45 - 12:00	SHORT BREAK
12:00 - 13:30	KEYNOTE ADDRESSES
13:30 - 14:00	LUNCH BREAK
14:00 - 15:30	WORKSHOP AND PARALLEL SESSIONS
15:30 - 15:45	SHORT BREAK
15:45 - 17:15	WORKSHOP AND PARALLEL SESSIONS
17:15 - 17:30	SHORT BREAK
17:30 - 19:00	WORKSHOP AND PARALLEL SESSIONS

Friday 25th September, 2020

10:00 - 11:30	KEYNOTE ADDRESSES
11:30 - 11:45	SHORT BREAK
11:45 - 13:15	KEYNOTE ADDRESSES
13:15 - 13: 30	SHORT BREAK
13:30 - 15:00	WORKSHOP AND PARALLEL SESSIONS
15:00 - 15:30	LUNCH BREAK
15:30 - 17:00	WORKSHOP AND PARALLEL SESSIONS
17:00 - 17:15	SHORT BREAK
17:15 - 19:00	PROFESSIONAL PANEL AND PARALLEL SESSIONS

Saturday 26th September, 2020

10:00 - 11:30	KEYNOTE ADDRESSES
11:30 - 11:45	SHORT BREAK
11:45 - 13:15	KEYNOTE ADDRESSES
13:15 - 13:30	SHORT BREAK
13:30 - 15:00	WORKSHOP AND PARALLEL SESSIONS
15:00 - 15:30	LUNCH BREAK
15:30 - 17:00	WORKSHOP AND PARALLEL SESSIONS
17:00 - 17:15	SHORT BREAK
17:15 - 19:00	WORKSHOP AND PARALLEL SESSIONS
19:00 - 20:00	CSAP CERTIFICATIONS AND PROFESSIONAL ROUND TABLE
20:00 - 20:15	CLOSING CEREMONY

Program Timetable

Thursday 24th September, 2020

09:30 - 10:15	**OPENING CEREMONY WITH SALUTATIONS**
09:30 - 10:15 	**VIRTUAL ROOM THU-1** **Opening Ceremony with Salutations** ***Chair: Mr. Aris-Rallis Antoniadis, General Secretary of the Conference***
	Salutation by **Prof. Nikitas Assimakopoulos**, University of Piraeus, Chair of the Organising Committee of the Conference, President of HSSS and President of the European Union for Systemics
	Salutaton by **Prof. Athanasios (Thanos) Kriemadis**, University of Peloponnese Chair of the Scientific Committee of the Conference
	Salutation by **Madam Andree Piecq**, General Secretary of the European Union for Systemics
	Saluation by **Prof. Vasileios Angelis**, University of the Aegean, A! Vice President of the Hellenic Society for the Systemic Studies
	Salutation by **Prof. George A. Tsihrintzis**, ex. President of the Department of Informatics, University of Piraeus, Greece
	Salutation by **Dr. Konstantinos Papadimitriou**, President of the Greek Administrative Chamber
	Salutation by **Dr. M. Christakis**, President of the Panhellenic Association of Local Authorities General Secretaries
10:15 - 11:45	**KEYNOTE ADDRESSES**
10:15 - 11:45 	**VIRTUAL ROOM THU-1** **Keynote Addresses** ***Chair: Prof. Nikitas Assimakopoulos***
KN-01	Making Sense of Value ***Michel Thiry***
KN-02	How to manage a company to make it efficient during the time? ***Andree Piecq***
11:45 - 12:00	**SHORT BREAK**

12:00 - 13:30	**KEYNOTE ADDRESSES**
12:00 - 13:30 	**VIRTUAL ROOM THU-1** **Keynote Addresses** *Chair: Prof. Nikitas Assimakopoulos*
KN-03	Systemic Governance – three praxeological perspectives ***Louis Klein***
KN-04	Discontinuities in Representation Processes: The Case of Architectural Design ***Damien Claeys***
13:30 - 14:00	**LUNCH BREAK**
14:00 - 15:30	**WORKSHOP AND PARALLEL SESSIONS**
14:00 - 15:30 	**VIRTUAL ROOM THU-1** **Workshop** *Chair: Panagiotis Papaioannou*
WS-01	Relativity and Business Ethics ***John (Ioannis) Thanopoulos, Mrs Despoina (Depi) Caminis, Mr Nikolaos (Nikos) Papazoglou, Mr George Chrysovalantis Chandrinos***
14:00 - 15:30 	**VIRTUAL ROOM THU-2** **Extended abstract presentations** *Chair: Eleftherios S. Kakavoulis*
EA-01	Artificial intelligence, digital transformation and the future of food ***Gerasimos Kontos***
EA-02	The role of environmentally friendly goods and services in the development of Greek businesses in times of economic crisis ***Andreas Fousteris, Konstantina Agoraki, Georgios Deirmentzoglou***
EA-03	Spartathlon: New Media as a Tool to Attract Sponsors and Increase Revenue using Systemic Methodologies ***Chrysoula Drakopoulou***
EA-04	Long term Sustainable Strategy in Food Retail company ***Georgios Karampatos***
14:00 - 15:30 	**VIRTUAL ROOM THU-3** **Extended abstract presentations** *Chair: Panagiotis Kalofonos*
EA-05	Introduction to the functions of Educational Administration: Planning – Programming, a systemic approach ***Dimitra Patsi, Ioannis Alexiou, Stavros Fasoulas***
EA-06	Educational Administration, a systemic approach ***Dimitra Patsi, Ioannis Alexiou, Stavros Fasoulas***

EA-07	Business Model Canvas, Process Model and Dynamic Simulation for Business Excellence ***Rallis Antoniadis***
EA-08	Parents' first impressions of Private kindergarten and its surroundings. The Role of Marketing and Communication. ***Paraskevi Kalouli, Georgios Tsekouropoulos***

15:30 - 15:45	**SHORT BREAK**

15:45 - 17:15	**WORKSHOP AND PARALLEL SESSIONS**

15:45 - 17:15	**VIRTUAL ROOM THU-1** **Workshop** *Chair: Panagiotis Papaioannou*
WS-02	Modernisation strategies, tools and techniques for public and private organizations ***Athanasios Kriemadis, Asst Prof. Athan. Anastasiou, Prof. Dim. P. Sotiropoulos, Prof. Pan. Liargovas, Asst Prof. Pan. Evangelopoulos, Asst Prof. Nik. Apostolopoulos***
15:45 - 17:15	**VIRTUAL ROOM THU-2** **Extended abstract presentations** *Chair: Eleftherios S. Kakavoulis*
EA-09	The digital transformation of sports journalism ***Sotirios Triantafyllou, Panagiota Antonopoulou***
EA-10	The digital transformation of Media Companies and their working structure through the Coronavirus pandemic ***Panagiotis Gkanas, Dr Panagiota Antonopoulou***
EA-11	Usage of Systemic Methodologies, in order to suggest improvements, on the procedures that are being followed by the Greek Tourism Industry of Sailing. ***George Dimitropoulos***
EA-12	The need for business change transformation caused by global pandemic & the specific steps of a business in adapting to COVID-19 period ***Sofia Georgiou***
15:45 - 17:15	**VIRTUAL ROOM THU-3** **Extended abstract presentations** *Chair: Panagiotis Kalofonos*
EA-13	Towards a hybrid project management framework: A systematic literature review on traditional, agile and hybrid techniques ***Emmanouil Papadakis, Loukas Tsironis***
EA-14	Inclusion in Project Management ***Marilena Koliavasili***
EA-15	Construction project management at the airport ***Panagiotis Tsimiklis***

EA-16	The post-COVID FinTech landscape ***Dimitrios Litsikakis***
17:15 - 17:30	**SHORT BREAK**
17:30 - 19:00	**WORKSHOP AND PARALLEL SESSIONS**
17:30 - 19:00 	**VIRTUAL ROOM THU-1** **Workshop** *Chair: Panagiotis Papaioannou*
WS-03	CSR & PPP as a tool of Local Development ***Anastasia Psomiadi, Ph.D***
17:30 - 19:00 	**VIRTUAL ROOM THU-2** **Extended abstract presentations** *Chair: Eleftherios S. Kakavoulis*
EA-17	Citizen's risk perception in crisis situations. An approach to reducing social vulnerability ***Ioannis Drakos, Aikaterini Drakou***
EA-18	Multi insurance policy with systemic methodologies ***Maria Sotiropoulou***
EA-19	Creation of an Insurance Product with the Use of Systemic Methodologies ***Olympia Tzimopoulou***
EA-20	Referrals for the systematic control of the Healthcare System ***John Sarivougioukas, Aristides Vagelatos***
17:30 - 19:00 	**VIRTUAL ROOM THU-3** **Extended abstract presentations** *Chair: Panagiotis Kalofonos*
EA-21	From Smart Cities to Smart Rural Country: challenges and sustainability ***Dimitris Spiliotopoulos, Athanasios Kriemadis, Costas Vassilakis***
EA-22	Evaluation of how the smart-cities are contributing on tourist development – The case of Greek smart tourist cities ***Dimitrios Belias, Labros Vasiliadis, Ioannis Rossidis, Christos Papademetriou***
EA-23	A systemic approach to urban innovation policies and strategies for public space; the case of Neighborhood Rooms project ***Parina Vasilopoulou***
EA-24	Multifactor Effects Modelling in a Hospital Pharmacy ***Dimitris Miloulis***

Program Timetable

Friday 25th September, 2020

10:00 - 11:30	**KEYNOTE ADDRESSES**
10:00 - 11:30 	**VIRTUAL ROOM FRI-1** **Keynote Addresses** *Chair: Prof. Athanasios (Thanos) Kriemadis*
KN-05	Revisiting Medium Term Macroeconomic Scenario Modelling of the New Zealand Economy: 1985-1995 ***Bob Cavana***
KN-06	Effective management needs viable governance systems: The hidden power of Systems Thinking – governance in a climate emergency ***Ray Ison***
11:30 - 11:45	**SHORT BREAK**
11:45 - 13:15	**KEYNOTE ADDRESSES**
11:45 - 13:15 	**VIRTUAL ROOM FRI-1** **Keynote Addresses** *Chair: Prof. Athanasios (Thanos) Kriemadis*
KN-07	A Systems Theory of Marginalization and its Implications for Systemic Intervention ***Gerald Midgley***
KN-08	Exploiting the IT System Potential for Effective Management and Business Transformation in the Digital Age ***Costas Vassilakis***
13:15 - 13: 30	**SHORT BREAK**
13:30 - 15:00	**WORKSHOP AND PARALLEL SESSIONS**
13:30 - 15:00 	**VIRTUAL ROOM FRI-1** **Workshop** *Chair: Mr. Aris-Rallis Antoniadis*
WS-04	Technologies for Effective Management ***Dimitrios Papasotiriou, George Galanakis MSc, Kimon Kapoulias MBA, Dimitris Zografos MSc***

13:30 - 15:00	**VIRTUAL ROOM FRI-2** **Extended abstract presentations** *Chair: Eleftherios S. Kakavoulis*
EA-25	Streamlining the operational processes of a public sector organization through standardization and the application of the systems approach ***VIKTORIA ZGOUVA***
EA-26	Governance of public sector organizations ***GEORGIA TSAGDI***
EA-27	How Systemic Management of Blockchain Technologies can benefit the Greek Public Sector ***Nikolaos Zoannos, Nikitas Assimakopoulos***
EA-28	Systemic Coaching for Effective Business Management ***Eleftherios Kakavoulis***
13:30 - 15:00	**VIRTUAL ROOM FRI-3** **Extended abstract presentations** *Chair: Mr Panagiotis Kalofonos*
EA-29	Sustainability, Organizational Culture and Entrepreneurship - Measuring the linkage between culture and sustainability practices in Greece ***Georgios Deirmentzoglou, Konstantina Agoraki, Andreas Fousteris***
EA-30	IMPLEMENTING THE BALDRIGE EXCELLENCE MODEL TO A PUBLIC SCHOOL ***Georgios Sainis, Athanasios Kriemadis***
EA-31	Business Excellence Self-Assessment Tool (BEST) - A Strategic Tool for the evaluation of a Company's Business Excellence & Competitiveness Level ***Nicos Bakalis***
EA-32	Sustainable Development at the Frames of the Strategy "Europe 2020" ***MARIETTA PASIOPOULOU***
15:00 - 15:30	**LUNCH BREAK**
15:30 - 17:00	**WORKSHOP AND PARALLEL SESSIONS**
15:30 - 17:00	**VIRTUAL ROOM FRI-1** **Workshop** *Chair: Mr. Aris-Rallis Antoniadis*
WS-05	The Neuro- Logical Levels model ***Dr. Alexandra Efthimiadou***
15:30 - 17:00	**VIRTUAL ROOM FRI-2** **Extended abstract presentations** *Chair: Eleftherios S. Kakavoulis*
EA-33	Systemic approach to manage the multi-channel communication of the external customer of EYDAP with the company ***Stavroula Chatzigeorgiou***

EA-34	Transformation of Internal Business Processes for Invoiced Customers in Retail Industry ***Alexandros Miaris, Anastassios Riggas, Nikitas Assimakopoulos***
EA-35	Integrated information system for monitoring spare parts, maintenance and fault prevention of machinery - installations, spare parts and supporting part of ISO9000 procedures. ***Stefanos Vavouras***
EA-36	Investigating the Adoption and diffusion of ICT in Greek Sport Organizations ***Emmanouil Choustoulakis, Demetrios Nikoloudakis***
15:30 - 17:00	**VIRTUAL ROOM FRI-3** **Extended abstract presentations** *Chair: Mr Panagiotis Kalofonos*
EA-37	Systemically-directed knowledge management for effective and ethical management of public and private organisations: Some perspectives from South Africa ***Norma Romm, Bongani Nkambule***
EA-38	Machine Learning based Automatic Irrigation Planning ***Asmae El Mezouari, Aziz El Fazziki, Sadgal Mohamed***
EA-39	Business Process Management as an enabling factor for Digital Transformation ***Panagiotis Papaioannou***
EA-40	Model of entrepreneurial inclusive civil culture. The case of Parque Agroecológico de Zapopan ***José G. Vargas-Hernández***
17:00 - 17:15	**SHORT BREAK**
17:15 - 19:00	**PROFESSIONAL PANEL AND PARALLEL SESSIONS**
17:15 - 19:00	**VIRTUAL ROOM FRI-1** **PROFESSIONAL PANEL** *Chair: Mr. Aris-Rallis Antoniadis*
PP-01	Agile is Eating the World and we must Choose our own Way of Working (WOW) ***Theofanis Giotis, Panos Chatzipanos, Georgios Feidogiannis, Panagiotis Papaporfyriou***
17:15 - 19:00	**VIRTUAL ROOM FRI-2** **Extended abstract presentations** *Chair: Eleftherios S. Kakavoulis*
EA-41	Systemic approach to Knowledge Management system implementation in EYDAP SA ***Martha Plexida***
EA-42	Knowledge Management, as a Strategic Tool for Sustainability in the Tourism and Hospitality Industry ***Konstantina Agoraki, Georgios Deirmentzoglou, Andreas Fousteris***

EA-43	Level of occupational health education for undergraduate students of the University Nursing Department. Pilot test of knowledge measuring tool. ***Maria Chania, Christina Florou, ΔΗΜΗΤΡΗΣ ΜΑΥΡΙΔΗΣ***
EA-44	E-Governance in times of Covid19 - The case of Greece. Problems and prospects ***Dimitrios Belias, Ioannis Rossidis, Christos Papademetriou***
17:15 - 19:00	**VIRTUAL ROOM FRI-3** **Extended abstract presentations** *Chair: Mr Panagiotis Kalofonos*
EA-45	Systemic approach for Improving the Collection of Overdue Debts by Local Tax Offices ***Georgios Fourkalidis***
EA-46	Extreme monetary and organizational transparency in the NGO sector ***Theodosios Tzanos***
EA-47	Evaluation of the degree of job satisfaction of executives in public administration. Case study: Customs Officers in Greece ***Konstantinos Karyotakis, Eleni Barda***
EA-48	Systemic methodology for the right allocation of political power and responsibilities ***Konstantinos Papadimitriou***

Program Timetable

Saturday 26th September, 2020

10:00 - 11:30	**KEYNOTE ADDRESSES**
10:00 - 11:30 	**VIRTUAL ROOM SAT-1** **Keynote Addresses** *Chair: Mr Dimitrios Varsos*
KN-09	A Critical Overview of Todays Management Theories and Practices for Organizations: issues, challenges and opportunities ***Peter Groumpos***
KN-10	Global 21st Century Business Ethics ***John Thanopoulos***
11:30 - 11:45	**SHORT BREAK**
11:45 - 13:15	**KEYNOTE ADDRESSES**
11:45 - 13:15 	**VIRTUAL ROOM SAT-1** **Keynote Addresses** *Chair: Mr Dimitrios Varsos*
KN-11	An iterative mathematical method to construct a "collective perspective" building on individual contradicting stakeholders' perspectives ***Yiannis-John Laouris***
KN-12	The current AI transformation for Effective HRD: From the Business & Customer Centric model, to THE ANTHROPOCENTRIC MODEL. ***Yiannis Kalogerakis***
13:15 - 13:30	**SHORT BREAK**
13:30 - 15:00	**WORKSHOP AND PARALLEL SESSIONS**
13:30 - 15:00 	**VIRTUAL ROOM SAT-1** **Workshop** *Chair: Prof. Nikitas Assimakopoulos*
WS-06	The structure of state under the systemic methodology ***Dr. Konstantinos Papadimitriou, Dr. Panagiotis Karkatsoulis, Panagiotis Maistros***

13:30 - 15:00	**VIRTUAL ROOM SAT-2** **Extended abstract presentations** *Chair: Mr Eleftherios S. Kakavoulis*
EA-49	Combination forecasts of crude oil price volatility: A statistical and economic perspective ***Stavroula Fameliti, Vasiliki Skintzi***
EA-50	Inventory Management-Systemic Approach along with software development in "DIRO" use case for optimal decision making ***Michael Theodorakis***
EA-51	Implementation of systemic methodologies in Naval service department in order to lead in right decision making ***PANAGIOTIS MICHALOPOYLOS***
EA-52	Impacts of ECB's liquidity provision on Greek Banks' lending: Effects during the crisis period. ***Christos Lemonakis, Nikolaos Petrakis***
13:30 - 15:00	**VIRTUAL ROOM SAT-3** **Extended abstract presentations** *Chair: Mr Panagiotis Kalofonos*
EA-53	The transition to online learning during the COVID-19 pandemic: A Student Perspective – A case study in Greece ***Georgios Triantafyllou, Dr. Konstantinos Petridis, Dr. Marinos Anastasakis***
EA-54	A pilot research focusing on Neilsen Heuristics conducted on educational staff in two levels of Greek education system during the lock-down because of COVID19 in 2020, concerning eLearning systems' usability ***Maria Georgakalou, Charoula Ntelopoulou***
EA-55	A Systems Approach to Operational Continuity for an Academic Institution during a Pandemic ***Maria Giannakaki, Nikitas Assimakopoulos, Stergiani Giannakou, Dimitrios Varsos***
EA-56	The use of social networks by the state bodies involved during the coronavirus pandemic (Covid-19) ***Alexandros Vris, Panagiota Antonopoulou***
15:00 - 15:30	**LUNCH BREAK**
15:30 - 17:00	**WORKSHOP AND PARALLEL SESSIONS**
15:30 - 17:00	**VIRTUAL ROOM SAT-1** **Workshop** *Chair: Prof. Nikitas Assimakopoulos*
WS-07	Urban Innovation Polices and Strategies Toolkit for Public Space ***Mrs Parina Vasilopoulou, Mr Ioannis Kandyliaris***

15:30 - 17:00	**VIRTUAL ROOM SAT-2** **Extended abstract presentations** *Chair: Mr Eleftherios S. Kakavoulis*
EA-57	Regulatory intelligence systems through systemic lens ***Kiriaki Papaioannou***
EA-58	European Regulatory Agencies - Systemic principles applied on Data Governance ***NIKOLAOS KOLLAROS***
EA-59	Acquis Communautaire on Data Mining Copyright ***IOANNIS CHONDROPOULOS, THEANO YFANTI, KONSTANTINOS PAPADIMITRIOU***
EA-60	Public policy for Corporate Social Responsibility: and the "made in EU" approach: the role of state via Social Responsible Public Procurement and the synergies towards SDGs 2030 ***Evangelos Taliouris***
15:30 - 17:00	**VIRTUAL ROOM SAT-3** **Extended abstract presentations** *Chair: Mr Panagiotis Kalofonos*
EA-61	An Invitation to Deliberate on Systems Literacy in K-12 Science Pedagogy ***Kevin Dye***
EA-62	Soft–BPM Methodology: A Systemic BPM Life Cycle Framework with the Contribution of Soft Systems Methodology (SSM) and System Dynamics (SD) ***Ricardo Rodriguez-Ulloa***
EA-63	Analytics strategy and Operating Model design ***Anand Sinha***
EA-64	A systems approach to managing the three tenets of information security ***Dimitrios Varsos, Stergiani Giannakou, Nikitas Assimakopoulos***
17:00 - 17:15	**SHORT BREAK**
17:15 - 19:00	**WORKSHOP AND PARALLEL SESSIONS**
17:15 - 19:00	**VIRTUAL ROOM SAT-1** **Workshop** *Chair: Prof. Nikitas Assimakopoulos*
WS-08	Systemic approaches for Effective Business Management, (Systemic Coaching and Blockchain) ***Eleftherios S. Kakavoulis, Nikolaos Zoannos***
17:15 - 19:00	**VIRTUAL ROOM SAT-2** **Workshop** *Chair: Mr Eleftherios S. Kakavoulis*
WS-09	A Systems Approach to Organizational Resilience ***Victoria A. Zgouva, Theofanis Giotis, Dimitrios S. Varsos***

17:15 - 19:00 	**VIRTUAL ROOM SAT-3** **Extended abstract presentations** *Chair: Mr Panagiotis Kalofonos*
EA-65	Theory building: expanding ANSOFF's strategic management theory and relating it with global corporate citizenship ***Ath. Kriemadis, G. Sainis, D. Spiliotopoulos, H. Kariofyllas, D. Kapnisi***
EA-66	Enhancing Stated Preference Surveys for Freight Transport Investments Under a Systems Thinking Perspective ***Irene Ramfou, Evangelos Sambracos***
EA-67	Financial Behaviour and Accounting, a literature review ***Spyridon Kariofyllas, Athanasios Kriemadis, Charalampos Kariofyllas***
EA-68	Scientific Research and Systemic Approach: Hospitality-Event Planning-Culture ***AIMILIA ROFOUZOU, STAVROULA BISSIAS***
19:00 - 20:00	**CSAP CERTIFICATIONS AND PROFESSIONAL ROUND TA**
19:00 - 20:00 	**VIRTUAL ROOM SAT-1** **PROFESSIONAL ROUND TABLE** *Chair: Dimitrios S. Varsos*
PRT-01	The Role of Systemics & Technologies in the 21 st Century Organization ***Dimitrios S. Varsos***
20:00 - 20:15	**CLOSING CEREMONY**
20:00 - 20:15 	**VIRTUAL ROOM SAT-1** **Closing ceremony of the 16th HSSS conference** *Chair: Prof. Nikitas Assimakopoulos*

Extended Abstracts

KN-01

Making Sense of Value

Michel Thiry, PhD
FAPM, PMI Fellow

EXTENDED ABSTRACT

The "Value Delivery System" is a central element of the New 7th Edition of the PMI's PMBOK® Guide and of Disciplined Agile that emphasizes the need to increase value realization through Value Streams. The whole of Chapter 7 in the PMI Standard for Portfolio Management 4th Edition is dedicated to Portfolio Value Management and The Standard for Program Management 4th Edition states that one of the objectives of a program is to generate or preserve organizational or business Value.

But, although value is a central element to projects, programs and portfolios, few organizations know how to consistently generate value, especially in today's VUCA (Volatile, Uncertain, Complex and Ambiguous) context where creativity and innovativeness are essential. This presentation aims to reveal methods to set a value index and use it to prioritise business initiatives, not only on their alignment to objectives, but also on their achievability, or overall risk. Sponsors, portfolio, program and project managers will be able to draw practical methods to define, measure and deliver value to the business through projects, programs and the portfolio.

Traditionally value was considered as a ratio between quality and cost and, more recently, between benefits and resources used to achieve them. The Value ratio is also the basis for project management's Scope-Quality/Time-Cost.

We will consider Benefits Realization Management (Alignment) as one aspect of the Value Index and Risk Optimization (Achievability) as the other aspect of that ratio. We will discuss how:
Benefits must be identified, agreed, delivered, and sustained.
Risks thresholds, or overall risk, define the achievability.
Value integrates both concepts to give managers a means to identify the solutions that will best align with the organization's strategy and offer the highest achievability factor.
This system will also allow portfolio, program and project managers to monitor value delivery on an ongoing basis

KN-02

How to manage a company to make it efficient during the time?

Madam Andree Piecq
Directrice scientifique de l'Institut Indépendant de Systémique des organisations (G.I.R.O.S)
Présidente d'honneur de l'asbl Systèmes & Organisations (S&O)

EXTENDED ABSTRACT

Over time, a company meets with difficulties. To be sustainable, it must be able to put over these, by changing its working procedures.

Due to these difficulties, if the company wants to stay sustainable, and to be resilient, it will be should often be evaluated.

To carry out this evaluation, a systemic model could be used. Two processes of the "Giroscope" model are chosen: "the circulars evaluation" and the strategies of changing.

The circular evaluation keeps in count the modifications of the company's context during the time and elaborates some strategies to pilot it in a good way.

Before the developing of strategies required for the company to be able to stay sustainable and resilient or to become it; the diagnostic of its functioning must be done. If the evaluation of this functioning is inoperative, to become sustainable and resilient changes have to appear.

From this diagnostic to elaborate these changes two different strategies can be used: the adjustment or the mutation. These two strategies will lead to two chages of states, as described by Paul Watzlawick, the change 1 and the change 2.

The piloting of these both strategies start in the here and now, even if the objective is for the medium or the long term.

The adjustment appeals to common sense. The situation is being overcome by logic. The modifications are made without modifying its structure. The deviations of equilibrium are corrected. The change is only a corrective one.

To practice a mutation, the structure of the company will be modified.

The mutation looks at the interactions between the company's elements, between the company and the problem, and the mutation modifies deeply the composition of the company.

The mutation needs a jump, a discontinuity and a transformation.

KN-03

Systemic Governance – three praxeological perspectives

Dr Louis Klein
Secretary General of the International Federation for Systems Research (IFSR)
Dean at the European School of Governance (EUSG)

EXTENDED ABSTRACT

Governance in the 21st century can only be thought of as a genuinely systemic one. The Anthropocene makes apparent how everything is connected to everything else. Stand-alone solutions do not qualify as they are ignorant of their systemic impact. Emergence and dissolvence, sensitivity and path dependence, operational closure and the power of context are systemic concepts allowing us to revisit our approaches to governance on all levels from communities and organisations to entire states and the necessity of global governance.

Praxeology is not competing with empiricism. Yet, in the sense of second-order cybernetics praxeology is able to overcome the epistemological blind-spots of facts and figures and taps into the contingency of sensemaking and meaning-creation in practice. It is a requirement of intellectual honesty to acknowledge the different epistemological glasses we chose to look at the world. And we never embark on one worldview or one paradigm only. In practice we are exposed to an ecology of paradigms, some competing, some in symbiotic coherence.

Three contemporary challenges are chosen to elaborate on the opportunities of systemic governance in practice: Climate Change, Artificial Intelligence and Leadership. Climate Change challenges us to revisit our understanding of systems change and the dimensions of a silent transformation. Artificial Intelligence (AI) challenges us to revisit our understanding of what it means to be human, our notion of intelligence and our concepts of learning. And finally, Leadership challenges the organisational malpractice of cascading systemic risk to the weakest level of resolution burdening the responsibility for failure on the individual oscillating between hubris and burn-out.

KN-04

Discontinuities in Representation Processes: The Case of Architectural Design

Prof Damien Claeys
Laboratoire Théorie des systèmes en architecture
Université Catholique de Louvain (UCLouvain), Belgium

EXTENDED ABSTRACT

The strategies proposed to improve the efficiency of the management of public or private organizations are often based on the myth of optimizing the quantity and quality of a decision-maker's information in order to make him/her capable of making rational choices. But the transmission of information to the decision-maker involves the interface of different communication tools, the mental construction of his or her understanding of this information is subjective and, despite his or her good intentions, the decisions he or she makes are partly rational. The concepts of systems thinking are useful because they integrate the inevitable discontinuities and uncertainties back into the representation processes mobilized in all areas of human activity. More precisely, we propose to make these limits explicit through the heuristic modelling of an architectural project designer confronted with his cognitive limits and the limitations of the representation processes.

KN-05

Revisiting Medium Term Macroeconomic Scenario Modelling of the New Zealand Economy: 1985-1995

Prof Bob Cavana
Adjunct Professor School of Management
Wellington School of Business and Government
Victoria University of Wellington, New Zealand

EXTENDED ABSTRACT

This presentation will revisit the macroeconomic modelling and medium term scenarios undertaken at the New Zealand Planning Council (now disbanded) in the mid 1980's. A system dynamics model (SDMACRO) was developed to create macroeconomic scenarios and forecasts of some of the main macroeconomic variables related to the New Zealand economy over the period from 1985 to 1995.

The economic environment over this forecasting period was considerably different to the environment that existed in the early to mid 1980's when the modelling work was being carried out. The model was originally developed with the DYNAMO simulation package, and this presentation will discuss the recent translation of the model into the modern Vensim dynamic simulation package. The reforms of the New Zealand economy that took place from the mid 1980's will be summarised and a comparison of the SDMACRO scenarios are provided against what actually happened over the period between 1985 to 1995. Finally, some reflections of the lessons and insights gained by the author from his scenario modelling work in New Zealand will be provided.

KN-06

Effective management needs viable governance systems: The hidden power of Systems Thinking – governance in a climate emergency

Prof Ray Ison
President of IFSR
ASTiP, The Open University, UK

EXTENDED ABSTRACT

In the age of the Anthropocene the need for new ways of thinking and acting has become urgent. But patterns of obstacles are apparent in any action, be they corporate interests, lobbyists, or outdated political and government systems. In this presentation Professor Ray Ison will exemplify, based on his recent book with Ed Straw, how and why systemic failure in governance is at the heart of the collective incapacity to tackle the climate and biodiversity emergencies. Governance failure gives rise to ineffective management of public and private sector organisations thus constraining our viable future.

A new generic governance system with three additional elements is proposed. To make the new system functional, recovery of our systemic sensibilities, investment in cybersystemic literacy and systems thinking in practice (STiP) capability is needed. In addition to praxis reform old institutions and organisations that restrict STiP will have to be discarded and new institutions invented.

KN-07

A Systems Theory of Marginalization and its Implications for Systemic Intervention

Prof. Gerald Midgley
Centre for Systems Studies, University of Hull, UK.

EXTENDED ABSTRACT

In this talk, Gerald Midgley will present the systems theory of marginalization that he has been developing and applying in systemic interventions for 29 years. This theory offers a generic model of marginalization processes that is equally relevant to relationships between people in small groups, organizations, communities and international relations. Both people and the issues that concern them can become marginalized. Gerald will share several strategies for challenging marginalization when it has negative consequences. However, some of these strategies have a dark side that needs to be acknowledged if our projects are not to have unforeseen side-effects. The theory will be extensively illustrated with practical examples of social policy, natural resource management and community development projects from the UK and New Zealand.

KN-08

Exploiting the IT System Potential for Effective Management and Business Transformation in the Digital Age

Prof Costas Vassilakis
Department of Informatics and Telecommunications
Dean of the Faculty of Economics and Technology, University of the Peloponnese, Greece

EXTENDED ABSTRACT

Contemporary organizations are complex ecosystems, encompassing a multitude of activities spanning from customer-relationship management and enterprise resource planning to production and marketing. As we move deeper into the digital age, some activities are digitalized while some other are disrupted, additional information sources become available, and more data concerning the activities become available. The modern organization and the manager should deploy and use suitable IT tools, to underpin the operation of digitalized services and exploit the value of data to the maximum extent, leveraging organizational processes and culture. This keynote speech will explore the IT tools available to the contemporary organization, such as CRM, ERP, HRM, MIS, Cyber-physical systems and social network analysis systems, as well as the opportunities for their use towards effective management and successful business transformation.

KN-09

A Critical Overview of Todays Management Theories and Practices for Organizations: issues, challenges and opportunities

Prof Peter Groumpos
University of Patras, Patra, Greece

EXTENDED ABSTRACT

The concepts, theory and practice of strategic management have become prominent in modern management literature especially in this new millennium for one obvious reason: that is, because of the complex, nebulous and dynamic nature of contemporary corporate governance. This phenomenon has in turn become a matter of concern to academics and professionals alike on the field.

In this keynote paper a critical overview of today's management theories, methods and practices for public and private organizations is undertaken. The results of ongoing studies on the patterns and trends on both the theory and practice in the field of strategic management are carefully reviewed and analyzed. The keynote paper focuses on relevant issues regarding the current diversification and fragmentation in the field.

Among the issues are:
1) The lack of a universally accepted definition of what strategy is,
2) The multi-disciplinary nature of the field,
3) the multi-objective and often their conflicting nature and
4) The development and evolution of our knowledge on human cognition and organizations' behavior.

These issues are addressed from the perspective of influential scholars and practitioners of different scientific disciplines. This is also addressed not purely from the theoretical point of view but also from practical examples. This keynote paper argues that current management theories are not fit for purpose—if it ever has been. It also argues that they are not sufficient to address the many and different problems and challenges that public and private organizations are confronted especially after the recent crisis of COVID-19.

Current management theories and practices for public and private organizations contain a number of fatal flaws. The most important one is that most theories draw upon old management theory derived from the experience of centralized functional organizations and on a strict hierarchical top down process. Another problem is that strategic management focuses on intraorganizational processes at a time when the reality of public services delivery is interorganizational, and it draws upon management theory derived from the experience of the manufacturing sector and which ignores the reality of public services as "services." This has generated a "fatal flaw" in public management theory that has viewed public services as manufacturing rather than as service processes—and that are created by professional design and input and then delivered to the user. In this keynote paper the argument is that the business of government and public organizations are, by and large, not about delivering premanufactured products. Nor are most relationships between public service users and public service organizations characterized by a transactional or discrete nature, as they are for such products. In this paper the majority of "public goods" (whether provided by government, the nonprofit and third sector or the private sector) are in fact not "public products" but rather "public services."

As will be argued, social work, health care, education, economic and business support services, community development and regeneration, for example, are all services rather than concrete products, in that they are intangible, process driven and based upon a promise of what is to be delivered is for the benefit of the society. All the above points to the need to address the strategic management of public and private organization with a new approach that is based on the evolution of our knowledge on human cognition and learning from the dynamic behavior of both public and private organizations. The scientific field of semantics and intelligent systems will be reviewed and analyze their potential benefit to new models of strategic management for public and private organizations. Specific examples will be presented.

KN-10

Global 21st Century Business Ethics

Prof. John Thanopoulos
Dean of IST College
Emeritus Professor at the University of Piraeus, Greece

EXTENDED ABSTRACT

The aim of this keynote paper is to assist our audience to make a better world by introducing concepts that relate to business ethics in the 21st century realities. This is power point presentation, with a maximum of 34 slides.

It starts by discussing our Universe and our Earth realities and after addressing some philosophical issues, corporate size (and so on) it focuses on:
(a) The "Environment" as it affects corporate culture and is affected by it,
(b) The "Corporate Culture" and its implications of leading to corporate governance,
(c) Furthering the analysis of Corporate Governance, necessary analysis of the Operation Manuals is presented, and,
(d) The fact that the Environment, the Corporate Culture, the Corporate Governance, and the Operation Manuals become key elements of the Code of Business Deontology and Business Ethics.

At this point the Code of Business Deontology and Business Ethics becomes central to our attention, as it relates to industry, corporate size, period of reference and local realities. Actually it capitalizes on the present enterprising options of socially interactive realities, legal matters, educational propositions, information technology (IT), artificial intelligence (AI), immediacy of results, art-related implications, across border influences, financial repercussions, other discipline influences, labor union predispositions, governmental restrictions, and so on.
The previously mentioned concerns are depicting corporate business ethics realities, which in the form that we presently experience are less than 100 years old and expected to significantly change our life styles and theo-philosophical positions.
Obviously, in the process this presentation offers a stream of advices towards personal self-actualization and making the world a better place to live through a series of undertakings and systemic vision of potential results.

KN-11

An iterative mathematical method to construct a "collective perspective" building on individual contradicting stakeholders' perspectives

Dr Yiannis-John Laouris
Lead Scientist of Ekkotek Ltd., Cyprus

EXTENDED ABSTRACT

An innovative method will be presented with which individual, even contradicting, perspectives of diverse stakeholders can be processed iteratively to extract and harness a "collective perspective" that represents their collective wisdom and agreed on consensus. The method has been applied for the first time in three consecutive face-to-face sessions that took place between 11 Sep – 12 Oct 2013. The total duration of these meetings was 8 hours, and the participants were 13 top-level governors of the Cyprus Environmentalists party. The Triggerring Question was "What are the reasons that although many citizens value and respect the ideas of the Environmental Movement, they are not involved and do not support their vote when needed? (GR: Ποιοι είναι οι λόγοι που παρόλο που πολλοί πολίτες εκτιμούν και σέβονται τις ιδέες του Κινήματος των Οικολόγων Περιβαλλοντιστών, δεν εμπλέκονται και δε στηρίζουν με την ψήφο τους όταν χρειάζεται;). The participants did not have sufficient time to complete a rich Mapping of their identified factors, so they continued the process individually using a cloud-based Interpretive Structural Modeling program developed for this purpose. Their individual Influence Maps were processed and re-offered for further processing 3 times in iteration. The resulting Influence MAP reflected an incredible degree, according to the participant's feedback, their collective perspective. The mathematical processes have been refined and formalized in the context of a Research & Innovation Foundation grant (WisdomApps; ENTERPRISES/0916/0076) and patent applications have been submitted.

KN-12

The current AI transformation for Effective HRD: From the Business & Customer Centric model, to THE ANTHROPOCENTRIC MODEL.

Dr Yiannis Kalogerakis, Ph.D.
CEO
JMK - Anthropocentric Corporate Training & People Development
Visiting Lecturer, Strathclyde University
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EXTENDED ABSTRACT

As people are subject to various human efficiencies & inefficiencies, AI comes complimentary to Human Resource Development, pointing to the way HRD should have been in the first place. Expert Algorithms (initially written by humans) include all Ethic, Sustainability GPDR etc, considerations, only to assist HR personnel to take unquestionable decisions for Human Resource Development. Systemic approaches to everyday situations are governed by Systemic Management Techniques that find increasingly their way to even more Private Organizations. It is expected that public Organizations will also benefit from such developments. 'Treat your citizens like customers' is the new approach and the public sector is about to be changed forever. In this presentation, the reasoning of Digital Transformation in any organization beginning at the HR department will be presented, laying the foundations of people work practices in every department. Not just as a nicely framed 'Code of Ethics' in the meeting room wall, but as governing work practices incorporated systemically into the work practice itself. Indicative Case studies & Best Practices from the Greek market will also be presented.

WS-01

Relativity and Business Ethics

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EXTENDED ABSTRACT

This workshop has four parts to be addressed individually by its four contributors, John Thanopoulos (JT), Despoina Caminis (DC), Nikos Papazoglou (NP) and George Chandrinos (GC). Their specific "Abstract of the Workshop" includes only their own contribution as it appears underneath.

At the first part (JT) starts by discussing our Universe and our Earth realities, some philosophical issues around the world, today's social and corporate issues at a globally interactive, information technology, augmented and artificial intelligence reality.

At the second section of this workshop (DC) will elaborate on the cultural relativism and the inclusion of cultural context in the business progress and human prosperity with emphasis on global differences.

Then the workshop will proceed with (NP) practical ethical dilemmas that large companies face worldwide and a few guidelines to overcome such challenges.

Finally, at the fourth part (GC) argues on expected systemic social and business realities, fifty years later, outlining positive and negative concepts, effectively what the new generation can do to improve the world and what it should avoid.

Finally, the conclusions (JT) reflect a review of all the above contributions and it is followed a few closing remarks. At the end there is for ten minutes the questions-answers period.

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WS-02

Modernisation strategies, tools and techniques for public and private organizations

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EXTENDED ABSTRACT

Modernisation, transformation and change are needed in both the public and private organizations. National reform programs have been developed and implemented in order to enhance public administration performance and achieve improved effectiveness, efficiency, quality of public service delivery, and value for money. Restructuring, new strategies and continuous process improvement have also been applied to modernize the private organizations such as Business Excellence programs (Total Quality Management), Quality Management Systems (ISO 9001:2015), Human Resource Empowerment, Lean Six Sigma, Performance Management (Balanced Scorecard), etc.

The purpose of this Workshop will be to contribute to our understanding of the modernization strategies, tools and techniques and their effectiveness on the public and private organizations' performance and the satisfaction levels of customers or citizens, employees, and local and international communities.

The presenters are the following Professors of the Department of Management Science and Technology at the University of Peloponnese with extensive work experience in public, private and nonprofit organizations in USA and Europe.

WS-02

Modernisation strategies, tools and techniques for public and private organizations

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Asst Prof. Nik. Apostolopoulos
Neapolis University Pafos

EXTENDED ABSTRACT

Modernisation, transformation and change are needed in both the public and private organizations. National reform programs have been developed and implemented in order to enhance public administration performance and achieve improved effectiveness, efficiency, quality of public service delivery, and value for money. Restructuring, new strategies and continuous process improvement have also been applied to modernize the private organizations such as Business Excellence programs (Total Quality Management), Quality Management Systems (ISO 9001:2015), Human Resource Empowerment, Lean Six Sigma, Performance Management (Balanced Scorecard), etc.

The purpose of this Workshop will be to contribute to our understanding of the modernization strategies, tools and techniques and their effectiveness on the public and private organizations' performance and the satisfaction levels of customers or citizens, employees, and local and international communities.

The presenters are the following Professors of the Department of Management Science and Technology at the University of Peloponnese with extensive work experience in public, private and nonprofit organizations in USA and Europe.

WS-02

Modernisation strategies, tools and techniques for public and private organizations

Prof. Athanasios Kriemadis
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WS-03

CSR & PPP as a tool of Local Development

Anastasia Psomiadi, Ph.D
Founder & President APSON CSR

EXTENDED ABSTRACT

The objective of this workshop is to introduce the participants to CSR and PPP issues and to highlight the interlinkage between them. The workshop allows participants to acquire knowledge about the methodologic tool of "stakeholders management" and to boost knowledge of implementing this methodology for any issues that can contribute to local development.

- Redefining of the concept and modern role of Corporate Social Responsibility ensuring sustainable development in every organization.

- Utilizing CSR to achieve the strategic goals of any public or private sector organization.

This workshop through the analyzing of methodology and implementing in a specific matter, shows the way of how PPPs become a weapon of strategy for promoting Social Issues & how CSR methodologic tools help local government achieving its goals

The main objectives of workshop are to:
– Describe new dimension of CSR and its benefits
– Define the importance and the functional role of modern CSR
– Understand the truths and myths about CSR
– Turn CSR into a tool for achieving strategic goals
– Separate CSR actions and actions from other advertising and sponsorship approaches
– Show the steps of "Stakeholders management"
– Implement 'Stakeholders' Mapping & Profiling'
– Incorporate 17 SDGs of United Nations

Case study:
Womanitee are called the First Centers of Female Entrepreneurship in Greece.

The aim:
The widening representation of women in the various branches of economic activity in Greece.

About womanitee: It is an initiative for empowering women in business by the Central Union of Greek Municipalities and APSON CSR in collaboration with the Local Governments and the Organizations of female entrepreneurship and private sector. Womanitee was planned and coordinated as a context of Public and Private Sector and as a part of the Sustainable Development Goals of United Nations Agenda that Municipalities utilize in order to incorporate the SDG's into their strategy, focusing on SDG 8, SDG 9, SDG 11, SDG 17, SDG 5, SDG4 focusing on Local Development

Methodology: Stakeholders management

WS-04

Technologies for Effective Management

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EMEA Solution Director, UTOPIA global corp. USA – UAE/Dubai

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Director of I.T. Infrastructure & Technical Support Branch of the Independent Power Transmission Operator (IPTO-ADMIE)

EXTENDED ABSTRACT

IT-Data governance and management for effective decision making

By George Galanakis, EMEA Solution Director, UTOPIA global corp. USA – UAE/Dubai

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WS-05

The Neuro- Logical Levels model

Dr. Alexandra Efthimiadou
Entrepreneur, Commercial Manager, and Head of Analytics
CyberStream Ltd

EXTENDED ABSTRACT

A structured way of modeling what's going on in any 'system' including an organization, a partnership, a team, a department, as well as the human personality per se, identifying critical factors that can drive to successful coping with challenges, establishing congruence between mindset, actions and outcome.

If you go to a library, you can find all types of resources for making business plans, forming management &marketing strategies, etc. But so far there had been no structured methodologies that involve identifying and linking the essential elements of internal mindset which includes internal thinking processes (inner game), and the actions /behaviors used by an individual, group or organization (outer game) to consistently reach a successful outcome or to achieve something remarkable.

The study of Neuro logical levels focuses on the close relationship between mindset, actions and outcomes- inner game and outer game. Achieving desired outcomes in any environment requires the appropriate mindset to produce the proper actions.
The model provides a means to:
- artfully challenge and gather information,
- keep track, in a highly structured manner, of the huge amount of information, often available when discussing an issue,
- verify the congruence and alignment of mindset to actions to outcome,
- precise at which level a problem is occurring ,
- depict at which level to target the solution.

The concept of logical levels of learning and change was initially formulated as a mechanism in the behavioral sciences by Gregory Bateson, based on the work of Bertrand Russell in logic and mathematics (Logical Types). The term Neuro Logical Levels, as it is used in Neuro Lingustic Programming, was adapted from Bateson's work by Robert Dilts, and refers to a hierarchy of levels of thinking and acting processes within an individual or a group of individuals.

The presentation is orientated in discussing:

- The six level matrix (Neuro- logical levels) that comprise a human system's thinking and acting processes
- Applied practices

WS-06

The structure of state under the systemic methodology

Dr. Konstantinos Papadimitriou
President of the Hellenic Administrative Chamber (HAC)
Institute for Regulatory Policy Research (www.inerp.gr)

Dr. Panagiotis Karkatsoulis
Jurist
Institute for Regulatory Policy Research
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Panagiotis Maistros
Civil Engineer
Scientific Consultant to the Central Union of Municipalities of Greece
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EXTENDED ABSTRACT

The purpose of this workshop is to promote the suggestions which were deposited at the last opportunity to discuss the relevant matter, in the committee of The Ministry of Interior (December 2019- May 2020).

In the workshop, the participants are experts of Public Administration who were either members in the committee or are just working on the same subject. The introduction will be made by the president of the committee, Professor Xenofon Contiades.

Contributors:
- Papadimitriou Konstantinos PhD, President of Greek Administrative Chamber
- Karkatsoulis Panagiotis PhD, Expert of Public Administration
- Maistros Panagioitis, Expert of Local Governance
- Kalatzis Nikolaos, former Member of greek agency in O.E.C.D.
- Platis Charalampos PhD, Head of Studies and Research in N.C.P.A.L.G

The Next Important Administrative Reform
By Panagiotis MAISTROS

The previous administrative reforms in Public Administration, namely the establishment of the Prefectural Self-governments (1994), as well as the "Kapodistrias" (1997) and "Kallikratis" (2010) programmes, changed the structure of the Public Administration, and therefore, can be characterized as structural reforms. The next administrative reform can only be a functional reform aiming for a Multilevel Governance.

It is necessary to distinguish between the concept of Multilevel Governance and Multilevel Administration. In the case of Multilevel Administration, Ministries, Decentralized Administrations, Regions and Municipalities create distinct administrative levels, each one individually responsible of executing some responsibilities of sectoral public policies. However, communication and cooperation among the administrative levels, which leads to a fully functional administrative system can only be achieved through Multilevel Governance.
The fundamental principles of the basic procedures for the implementation of Multilevel Governance in European countries are set out in a relevant Decision of the European

Committee of the Regions (2014).[1]

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WS-06

The structure of state under the systemic methodology

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EXTENDED ABSTRACT

The purpose of this workshop is to promote the suggestions which were deposited at the last opportunity to discuss the relevant matter, in the committee of The Ministry of Interior (December 2019- May 2020).

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The Next Important Administrative Reform
By Panagiotis MAISTROS

The previous administrative reforms in Public Administration, namely the establishment of the Prefectural Self-governments (1994), as well as the "Kapodistrias" (1997) and "Kallikratis" (2010) programmes, changed the structure of the Public Administration, and therefore, can be characterized as structural reforms. The next administrative reform can only be a functional reform aiming for a Multilevel Governance.

It is necessary to distinguish between the concept of Multilevel Governance and Multilevel Administration. In the case of Multilevel Administration, Ministries, Decentralized Administrations, Regions and Municipalities create distinct administrative levels, each one individually responsible of executing some responsibilities of sectoral public policies. However, communication and cooperation among the administrative levels, which leads to a fully functional administrative system can only be achieved through Multilevel Governance.
The fundamental principles of the basic procedures for the implementation of Multilevel Governance in European countries are set out in a relevant Decision of the European

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WS-07

Urban Innovation Polices and Strategies Toolkit for Public Space

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EXTENDED ABSTRACT

Cities are dynamic systems created by the sum of multiple sub-systems. City sub-systems include physical parts such as public and private spaces, neighborhoods and transportation networks, and non- physical parts of social, economic and cultural nature. The workshop provides the participants with a view on contemporary urban challenges, and the opportunities that arise through thinking of the urban environment as a system.

A series of best practices of applied urban policies and strategies will be analyzed to create a toolkit for systemic urban innovation.

WS-07

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WS-08

Systemic approaches for Effective Business Management, (Systemic Coaching and Blockchain)

Eleftherios S. Kakavoulis
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Nikolaos Zoannos
Department of Informatics, University of Piraeus, Greece

EXTENDED ABSTRACT

Workshop Introduction

The modern environment that man has created to meet his needs, is characterized by: (a) pressure exerted in his daily life and (b) rapid developments that lead to new needs and new demands. The reality is that the changes that occur are happening faster than ever. In exactly the same way, organizations and companies are pressured, which are called to cope with the volatile present and the uncertain future in order to operate and, most importantly, to survive. As Hofkirchner and Rousseau (2015) put it: "The crises we face are of a systemic nature. To overcome these crises, we need to understand how systems work. In order to reach such an understanding, we must think systematically ". These findings raise questions such as: What is a System? What does the term Systemic Coaching mean? do we need more adaptive, creative and resilient ways to activate organizational systems? What technologies can / should be used to ensure the viability of our Organization (Under Coach System) in an ever-changing environment? By using Systematic Methodologies and Mental Models, Managers gain the ability to understand what they have to deal with.

Systemic Coaching for Effective Business Management

By Eleftherios S. Kakavoulis

We live in a "VUCA" world characterized by Volatility, Uncertainty, Complexity, and Vague (Warren Bennis & Burt Nanus, (1987). Small changes become more unpredictable – they become more and more dramatic and happen more often and faster. "Today, we face the most important geopolitical, environmental, social, and economic challenges in human history." Fenner, (2010); Hawking, (2016); Krauss & Titley, (2017), et.al. If we want to influence any change anywhere, we must work with this powerful process instead of denying its existence. We must understand "all change results from a change in meaning. The process of self-reference creates meaning. We only change if we decide that change makes sense for who we are." Wheatley, Margaret J. (1999). In this context, the term Systemic Coaching is gradually becoming popular in the business world because it enriches the ability to think critically about structure and processes. That's because Systemic Thinking is itself a form of critical thinking. For many, its relatively recent appearance at the beginning of the 21st century represents a new level of reflection on the world's complexity today. It represents a unique philosophy. Whittington (2012) defines System Coaching as: "what recognizes, illuminates and releases the dynamics of the system so that each element can operate easily". Systemic refers to the ability to deal with a system, whether it's an organization or a person. In a person's case, a method (system) is of mind-body-emotion, as the person is inputting information, processing it, experiencing it, and outputting it in speech and behavior. To think and work systemically is to see all of the system processes occurring, influencing each other, and recognizing that they do so

simultaneously. In a system, cause influences effect, then effect influences cause round and round the loop. Instead of working only at one level, this kind of coaching works at multiple levels simultaneously. This approach makes it systemic, dynamic, and integrated.

How Systemic Management of Blockchain Technologies can benefit the Greek Public Sector

By Nikolaos Zoannos

Many technologies have been presented the last few years. Cloud Services, 5G Networks, Internet of Things (IoT), Blockchain Technologies (BT), Directed Acyclic Graphs (DAGs) and many others are few of the technologies that could be used on the Greek Public Sector. In each of them the main idea is to transfer data quick and safe. On the one hand, we have the integrity and the availability of the data; on the other hand, we have the confidentiality on the advanced information systems. The main goal is to reinsure that our data will remain untouched on time from any malicious user or any malicious acts. Do not forget that personal data only available on Greek Public Services account for the holy grail for many foreign secret services, and even some multinational companies.

In order to decide which technology is proper for use in each case, we need specially-trained personnel capable not only to use such technologies, but also to manage different technologies with different risks and safety rules. Thus, for achieving the best possible results we must use the "Systems Thinking", as each of these technologies includes an essential part of a System. We can consider the Greek Public Sector as a System and each Ministry as an essential part of this System; and the Information Systems and/or Technologies of each Ministry consequently are consisted of other essential parts.

The main purpose of our study is to present how the new Greek Identification Card can be used as the Generation Block of a Blockchain, in which each civilian is going to be presented as a different chain of data (Blockchain). Each chain is going to contain data for his/her: (a) education level (school diplomas and/or any university diplomas), (b) family (birth certification, information about 1st degree relatives etc.), (c) health situation (any contagious diseases from which it may suffer, allergies, prohibited medical examinations or/and medicines etc.). This study, not only presents the benefits of BT and DAGs for the Greek Public Sector, but also consists of the practical application of the Systemic multimethodology that we are developing for the management of such technologies.

WS-08

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WS-09

A Systems Approach to Organizational Resilience

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EXTENDED ABSTRACT

Resilience theory has become a prevalent issue in recent years. Nonetheless, there is divergent opinion relative to what exactly the term "resilience" denotes, and how organizations can embody resilience in their structures and functions. Organizational resilience refers to an entity's ability to anticipate, prepare for, respond, and adapt to incremental change and sudden disruptions, in order to achieve the intended results that are associated with its purpose. On a practical level, this definition implies the capacity to "bounce-back" from failure, and to take advantage of lessons learned in a manner that turns potential threats into leveraged opportunities. Given the complexity that is embedded in the modern organization's environment, as well as the ever-present risk that is the effect of the uncertainty that emerges from this complexity, decision-makers must cultivate structural arrangements, which balance the necessary controls that preserve consistency of purpose, with the necessary adaptability and resilience that allows their organization to respond effectively to conditions in a state of constant unrest. In this context, resilience theory addresses uncertainty from a holistic perspective, through a structured process that supports decision-makers in identifying, managing, and monitoring the organization's critical risks, while ensuring that the process itself is continually improved as the business environment changes. In short, embedding resilience in the organization's structures and processes can be an effective management tool for assessing both the threats and the opportunities that arise from risk, contributing to the improvement of the organization's overall performance. A prerequisite to organizational transformation, is the cultivation of an adaptable culture that is propagated through flexible structures, which are built on open communication channels and people-centered tenets and values. In this regard, the organization is treated as a living system, which just like any other organism that is addressed by Darwinian theory of evolution: "it's not the strongest species that survive, nor the most intelligent, but the most responsive to change."

In this workshop, we explore the manner in which an organization can achieve resilience, and the practical means with which to integrate resilience into its structures and functions, thus maximizing its strategic capabilities.

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Resilience theory has become a prevalent issue in recent years. Nonetheless, there is divergent opinion relative to what exactly the term "resilience" denotes, and how organizations can embody resilience in their structures and functions. Organizational resilience refers to an entity's ability to anticipate, prepare for, respond, and adapt to incremental change and sudden disruptions, in order to achieve the intended results that are associated with its purpose. On a practical level, this definition implies the capacity to "bounce-back" from failure, and to take advantage of lessons learned in a manner that turns potential threats into leveraged opportunities. Given the complexity that is embedded in the modern organization's environment, as well as the ever-present risk that is the effect of the uncertainty that emerges from this complexity, decision-makers must cultivate structural arrangements, which balance the necessary controls that preserve consistency of purpose, with the necessary adaptability and resilience that allows their organization to respond effectively to conditions in a state of constant unrest. In this context, resilience theory addresses uncertainty from a holistic perspective, through a structured process that supports decision-makers in identifying, managing, and monitoring the organization's critical risks, while ensuring that the process itself is continually improved as the business environment changes. In short, embedding resilience in the organization's structures and processes can be an effective management tool for assessing both the threats and the opportunities that arise from risk, contributing to the improvement of the organization's overall performance. A prerequisite to organizational transformation, is the cultivation of an adaptable culture that is propagated through flexible structures, which are built on open communication channels and people-centered tenets and values. In this regard, the organization is treated as a living system, which just like any other organism that is addressed by Darwinian theory of evolution: "it's not the strongest species that survive, nor the most intelligent, but the most responsive to change."

In this workshop, we explore the manner in which an organization can achieve resilience, and the practical means with which to integrate resilience into its structures and functions, thus maximizing its strategic capabilities.

PP-01

Agile is Eating the World and we must Choose our own Way of Working (WOW)

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In 2011, Marc Andreessen wrote a famous essay titled "Why Software Is EATING the World," in The Wall Street Journal, meaning that "every company needs to become a software company."

But it seems that Andreessen was only half right. According to Steve Denning (@stevedenning on Twitter) «It is firms that are truly AGILE that are EATING the world (whether or not they call themselves by the label "AGILE")».

But whatever label is used, successful firms are implementing AGILE – a focus on delivering value for customers, working in small teams in short cycles, and networked organizational arrangements rather than top-down bureaucracy and silos.

All these organizations implementing AGILE around the world have to choose what Way of Working (WOW) they will use: waterfall, plan driven, change driven, hybrid, continuous delivery, iterative, incremental, Lean, Kanban, Scrum, exploratory etc.

Disciplined Agile (DA) is the only comprehensive tool kit available for guidance on building high-performance agile teams and optimizing your way of working (WoW). As a hybrid of all the leading agile and lean approaches, it provides hundreds of strategies to help you make better decisions within your agile teams, balancing self-organization with the realities and constraints of your unique enterprise context.

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PRT-01

The Role of Systemics & Technologies in the 21 st Century Organization

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EXTENDED ABSTRACT

In an ever-changing interconnected world in which the only certainty is uncertainty, organizations (in the public and private sectors) prosper or fail based on their ability to reinforce their internal strengths and mitigate their weaknesses, and their capacity to respond effectively to the external forces that sustain their viability, or threaten their performance. Given this background, decision-makers must cultivate structural arrangements, which balance the necessary controls that preserve stability, consistency, and continuity, with the necessary operational plasticity that allows their organization to respond effectively to conditions in a state of constant unrest. Responding to dynamic conditions is a multifaceted process that includes refinement of the organization's social and technical aspects. Refinement of social aspects refers to planed actions that are intended to transition the existing arrays of rules, norms, and values, which shape the collective attitudes of the organization's members, in order that they continue to support its purpose. Refinement of technical aspects refers to the continual improvement of the organization's systems and processes, and the continuous enhancement of the skill sets and competencies that are associated with its function. It is not uncommon, however, for decision-makers to embrace a governance paradigm that fails to capture the dynamic relations that hold among the interdependent elements that compose the organization's sociotechnical infrastructure, electing to adapt tightly optimized (pyramidal shaped) structural arrangements, which are designed to be responsive to a static set of initial conditions. The result is often an organization that can be equated to a machine, which consists of discrete 'parts' that are organized to produce uniform, predictable outcomes. Ultimately, a mechanistic sociotechnical infrastructure that is intrinsically resistant to change, together with a myopic awareness of what is actually happening both within and outside the organization, leaves little room for decision-makers to forge the fit for purpose enablers that are necessary to cope with conditions that change, almost daily. A systems approach complements analytic with synthetic methods to consider the synergistic relations that hold among the parts, in an effort to understand the properties, qualities, and/or characteristics that emerge as a consequence of their interaction.

EA-01

Artificial intelligence, digital transformation and the future of food

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EXTENDED ABSTRACT

Motivation: Innovation and technology might lead us to more conscious food consumption. We might get to know better, what we eat, what and how we should eat, or how to stretch the boundaries of the food industry. Emerging Technologies (i.e. AI, Automation, etc) have a pivotal role in industry's digital transformation and despite several false starts in the past, these technologies are now on the verge of breakthrough ranging from autonomous lab systems and drones to remote sensors and predictive technologies that collect and analyze an otherwise overwhelming amount of data and help food scientists make well informed decisions for minimizing food safety outbreaks and prevent potential sources of contamination. Given that the food industry ecosystem is characterized as a complex supply chain – (ranging from farmers to end consumers) - further pressure will be exerted on scientists who are currently (or in the next ten years) employed in the food industry and appropriate training and educational policies should be designed to address the various knowledge, competencies and skill gaps required for their adaptation to a digitally enabled work environment. Purpose: Having the above in mind, the aim of this conceptual research is to highlight the paramount importance of placing food scientists first in an increasingly automated sector through lifelong learning, training and reskilling, as well as to present the first in class opportunity that emerges for academia, policy makers and industry to explore their synergies, rather their conflicts for harnessing the power of emerging technologies and create the necessary people – oriented transformational strategies for a brighter food industry future. Overall, this research aims to answer two fundamental questions: (A) - Which particular skills and competencies are required from Food Scientists in order to harness the potential of Digital Transformation in the Food Industry, (B) - How can the acquisition of these skills from Academic Institutions prove flexible enough to accommodate technological disruptions in a manufacturing and service sector such as Food Industry. References: 1. Berry, D. Artificial Intelligence and Food – The Future is Now. Food Business News, 2018, Web Report. 2. Britner, L. Machine Dreams – The Future of Artificial Intelligence in Food and Beverage Operations. Just Food, 2020, Web Report 3. Weston E, Benlloch-Tinoco M, Mossop L, McCullough F, Foster T. Curriculum mapping food science programs: An approach to quantification of professional competencies. Journal of Food Science Education. 2020, 19(2): 97-108. 4. Vaz-Fernandes P, Caeiro S. Students' perceptions of a food safety and quality e-learning course: a CASE study for a MSC in food consumption. International Journal of Educational Technology in Higher Education. 2019, 16(1) :37.

EA-02

The role of environmentally friendly goods and services in the development of Greek businesses in times of economic crisis

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EXTENDED ABSTRACT

The question of how economic activity affects the environment became particularly popular in the 60s, although historical evidences that confirm the relation among environmental disasters and human activity have not been rare in the history of the human on earth. Over the last fifty years, human activities have affected earth's ecosystem more profoundly and faster than in any other period of human history (Heikkurinen & Bonnedahl, 2013). Sustainable development has been a fundamental concept in the 21st century and can be defined in many ways. The key element of all definitions is the balance between different magnitudes. Thus, sustainability is the improvement of the quality of human life and exists in the inherent capacity of ecosystems to support their populations (The World Conservation Union, United Nations Environment Program & Worldwide Fund for Nature, 1991). This implies a series of actions which simultaneously serve the targets of the biological system (genetic diversity, endurance, biological productivity), the targets of the economic system (basic needs satisfaction, reinforcement of funds, increasing of goods and services utility) and the targets of the social system (cultural diversity, institutional viability, social justice, participation) (Barbier, 1987; Borga et al., 2009; Gladwin et al., 1995). In recent years, the decisive role of the environment in the field of business administration and business life in general has emerged. In the modern, fast changing and highly competitive business environment, let alone in the context of the recent economic crisis, businesses are in constant struggle for survival, trying to resolve problems and improve their performance and competitive advantage. Therefore, they must save and invest substantial sums of money to build strong infrastructure and to produce environmentally friendly products. In view of the above, the current study attempted to examine the overall relations between these two basic concepts and the impact of environmentally friendly goods and services on the development of medium and large enterprises of all sectors in Greece, in a period of economic crisis. The survey, which carried out in March 2018, included Managing Directors of every medium and large corporation (S.A.) operating in Greece. The results confirmed the positive correlation and the critical role of environmental strategy and environmentally friendly goods and services in the financial performance of Greek firms during this period of economic crisis. Moreover, CEOs lay emphasis on the creation of both cost and differentiation competitive advantage through environmental strategies. Thus, innovative practices and products lead to the creation of competitive advantage, which was the driver for the improvement of the financial performance of Greek firms.

EA-02

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EA-03

Spartathlon: New Media as a Tool to Attract Sponsors and Increase Revenue using Systemic Methodologies

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EXTENDED ABSTRACT

The aim of the particular research is the formulation of a development model for Spartathlon based on the exploitation of the New Media that deals with the event's low popularity and profits. Spartathlon is a historic ultra-distance foot race and one of the most significant sports, cultural and social events hosted in the historic city of Sparta over the last years. It revives the footsteps of the ancient Athenian long-distance runner Phidepides, who, before the battle of Marathon, was sent to Sparta to ask for help in the war between the Greeks and the Persians. Spartathlon is considered as one of the most difficult international ultra-marathons, in which athletes from all over the world participate every year. However, it constitutes a three-day event of low popularity that brings limited benefits to the organizers and the local economy, although it has the potential to become major and of great interest and help to the enhancement of Sparta's brand name and development. The limited number of the athletes participating, the bureaucratic management procedures followed by the organizers, the limited profit for the region gained by the event due to its short-time duration, the fact that Spartathlon is not widely known to the general public in Greece and abroad and -most importantly- the absence of big sponsors that would increase the event's revenue, are only some of the event's significant weaknesses that prevent it from becoming an effective tool of Spatial Development in the region. In addition, the absence of big sponsors that would resolve many problems by increasing the event's revenues constitutes a great challenge. The application of a strategy oriented in the usage of the New Media, examined through the aspect of a systemic approaches with the use of systemic methodologies like DCSYN and System Dynamics (through Vensim software), could present significant potentials of development of Spartathlon and further Spatial Development. The effective and efficient use of the digital world and its tools would give the ability to exploit the strengths of the event, to develop its communicational strategy, to attract sponsors, to provide financial support, to solve problems, while it would give Sparthathlon characteristics of an extrovertive event that would attract the public interest.

EA-04

Long term Sustainable Strategy in Food Retail company

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The ambition for the next decade is to be the most sustainable food retail company in Greece, with carbon neutral operation, inspire people to make healthier choices, increase product transparency, eliminate waste and increase the biodiversity. In order to operate in a sustainable way with less impact on the climate change, it is necessary to develop a long term strategy which will be focus on the climate impact, on the workplace safety, on the human rights as well as on the product integrity. Energy is a main driver for the operation of every organization today. World energy consumption continues to rise, it has more than doubled in the last 40 years and is projected to increase a further 30 % by 2040. As it is known energy is the major driver to climate change making up nearly 60 % of the world's greenhouse gas emissions. Therefore, it is necessary to take actions to in order to manage the energy consumption which not only helps the planet but also it saves money for organizations and society as a whole. Moreover, it is necessary to reduce the Green House Gas Emissions by 30 % in comparison to 2018 which is the base year. Moreover, people are the most valuable assets in the company. This means that the sustainable strategy has to provide safe, secure and inclusive environments where all associates and customers are respected and appreciated. The code of ethics supports the commitment to conduct its business by doing the right things every day. It is necessary to maintain a professional relationship with suppliers and other members of the business community. By using artificial intelligence (AI) we continue to educate customers and associates by promoting nutritional navigation systems, such as NutriScore and Guiding Stars in stores and online. Our brands will also further develop personalized advice via loyalty cards and apps, to show how to adapt personal shopping habits and diets in order to eat healthier. Using the DCSYM and the VSM tools we will analyze the current situation of the operation procedure in the super markets, Distribution Centers and Cental Offices we will show the communication flow between the upper, middle and lower management as well as the internal and external environment. The results of the DCSYM Methodology will help us to design an efficient sustainable strategy for the whole company in oder to achieve the long term science-based targets. During the structure phase of a process oriented control system 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 the internal and the external environment of the company. We will develop an organization structure and a role model for tasks, competence and responsibility. To conclude, in oder to develop a long term sustainable strategy it is necessary to support the well-being of the communities we serve and enabling a healthy, low-carbon food system that secures healthy and sustainable diets for future generations, reducing GHG emissions across its value chain. Moreover, we are going to design and implement an sustainability policy in this system, setting achievable long term science-based targets for energy use, and planning actions in order to reach them and measure the performance of this system. In addition to this we are going to implement new and smart technologies for a sustainable business model.

EA-05

Introduction to the functions of Educational Administration: Planning – Programming, a systemic approach

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EXTENDED ABSTRACT

According to the literature, in an organization the administrative activity includes five individual functions or tasks of the manager: planning – programming, decision-making, organization, management – leadership and control. In the current study we focus on the initial stage of the administrative process of educational organizations, which is nothing more than planning – planning. At this stage, the gap between 'where we are' and 'where we want to go' is bridged. Planning is the main and initial function of the administration. It is a complex mental process, which sets the direction that the organization must follow and the standards that facilitate control. It requires decision-making between proposed solutions for a future course of action. Finally, it aims to help the members of the organization to work together harmoniously without overlapping actions and wasting time and thus achieve the best possible result. This initial phase of planning and programming is considered an essential administrative function for educational organizations. This is because the external environment of organizations is constantly changing, which forces them to adapt to the environmental situation. Thus, modern organisms, in order to avoid a possibility of failure or inefficiency, need a continuous and systematic planning – programming. The operation of programming includes another specialized type of programming, strategic planning, which is no other than the process of developing strategic programs with a long distance horizon, involving the identification of the agency's mission, its strategic objectives and the network of its strategies that will contribute to the achievement of these objectives. In addition, this study attempts to take a systemic approach to strategic planning with VSM Beer. Finally, the phenomenon of planning and programming in the school unit is studied and conclusions are drawn about how far theory is from practice.

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EXTENDED ABSTRACT

According to the literature, in an organization the administrative activity includes five individual functions or tasks of the manager: planning – programming, decision-making, organization, management – leadership and control. In the current study we focus on the initial stage of the administrative process of educational organizations, which is nothing more than planning – planning. At this stage, the gap between 'where we are' and 'where we want to go' is bridged. Planning is the main and initial function of the administration. It is a complex mental process, which sets the direction that the organization must follow and the standards that facilitate control. It requires decision-making between proposed solutions for a future course of action. Finally, it aims to help the members of the organization to work together harmoniously without overlapping actions and wasting time and thus achieve the best possible result. This initial phase of planning and programming is considered an essential administrative function for educational organizations. This is because the external environment of organizations is constantly changing, which forces them to adapt to the environmental situation. Thus, modern organisms, in order to avoid a possibility of failure or inefficiency, need a continuous and systematic planning – programming. The operation of programming includes another specialized type of programming, strategic planning, which is no other than the process of developing strategic programs with a long distance horizon, involving the identification of the agency's mission, its strategic objectives and the network of its strategies that will contribute to the achievement of these objectives. In addition, this study attempts to take a systemic approach to strategic planning with VSM Beer. Finally, the phenomenon of planning and programming in the school unit is studied and conclusions are drawn about how far theory is from practice.

EA-06

Educational Administration, a systemic approach

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EXTENDED ABSTRACT

The organization and administration of Greek public education system has its reference model to the bureaucratic system. The term bureaucracy means the type of organization designed to carry out large-scale administrative work by systematically coordination of many people work. This type is mainly developed in large organizations, public or private, and aims to improve administrative performance. A key feature of this typical bureaucratic organization is the pyramidal and hierarchical structure, which ensures the horizontal distribution of work in such a way that each institution is drawn up at a certain level of the hierarchy and execute his activities, i.e. its institutional authority, under the control of its hierarchical head. In each organization there is the element of the structure. That is to say, a form of internal relations so that its objectives can be achieved. In the structure of the Greek education system we distinguish the following characteristics based on the principles of management: the division of labour, the scope of control, the division and the delegation of responsibilities. As complexity increases and the constant changes we are experiencing today are great, the need to upgrade our education system is more timely and necessary than ever. In addition to education within the knowledge and learning society, management is called upon to play a strategic and structurally constructive role in order to more effectively address the expectations of the individuals involved in it, to manage change and innovation, in all areas of public life in education. As administrative science evolves rapidly, research data and findings on Educational Administration will now be systematic and methodical proposals, always for the benefit of its performance. This study attempts to capture the existing situation through the organization charts of the education system with emphasis from the Regional Directorates and downwards. In this way, the operation of Public Education in Greece is reviewed. The complexity of these leads us to approach them with Systemic Methodologies, through which defects, malfunctions and problems are highlighted, as well as ways of dealing with them. This is followed by the redesign of these structures with the DCSYM Systemic Methodology as well as the sustainable Beer model.

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EA-07

Business Model Canvas, Process Model and Dynamic Simulation for Business Excellence

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EXTENDED ABSTRACT

The success and long-term viability of a business operating in an ever-changing environment dominated by new technologies and dynamic competitive conditions depends to a large extent on the existence of a viable business model (BM) that describes how this business operates.
A business model also describes the stakeholders, their roles as well as the value proposition for each of them. It defines the business infrastructure, the value creation and exchange as well as the logic of conception both from the point of view of the main actors and from the perspective of the business ecosystem. A BM is sustainable when it is technologically viable and, above all, when all those involved in it are able to gain sufficient value to be motivated to participate in it.
However, α business model does not state explicitly how value creation activities are conducted. This is an important goal of business process modeling.

Complex business processes are typically modeled and implemented by workflows or complex services, which consist of a set of building blocks (entities) that contribute to a common goal and are described in a process model (PM). Whether this common goal will be achieved or not, depends to a large extent on the cooperation between the entities, as they may belong to different services and / or there may exist interdependencies between them, thus affecting the order of their execution.
Knowledge of dependencies between workflow entities or service configurations may not be explicitly available but may be contained within the descriptions of the entities, workflows, and service configurations.

However, the knowledge of the interdependencies between business process entities is a key factor in the successful management of these processes and must be available explicitly.
It therefore arises the need to represent this useful knowledge via a so-called business dependency model (DM), which has the potential to capture important knowledge concerning the interdependencies of entities in a business process. This knowledge needs to be assessed when adapting procedures, since changes applied on one entity may affect other entities.
The DM, essentially, bridges the gap between the higher-level view of activities performed as rendered by a BM and the more technical level view of how activities are performed rendered by a PM.

The present work examines BM, DM, and PM as well as the conversion steps from one to the other. A case study on an internet provider illustrates the transition from BM to PM as well as the intermediate conversion steps.

Business Model Canvas (BMC) is used to represent BM and is a tool for understanding how an organization / business creates and delivers value. It consists of nine building blocks of

BM (core partners, core activities, value propositions, customer relationships, customer segments, core resources, channels, cost structure and revenue streams). The static representation of the model, however, has contributed to the loss of its dynamics and the information that accompanies it, having as consequence for the enterprises not to contemplate the flow network involved in their business model missing the opportunity to identify problems and test changes.

In the present work, we also present the dynamic modeling of BMC, using the AnyLogic software, which is applied to the internet service provider mentioned above, enabling it to be predictive and making the non-static BMC an important tool for intelligent decision making.

EA-08

Parents' first impressions of Private kindergarten and its surroundings. The Role of Marketing and Communication.

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EXTENDED ABSTRACT

The present study discusses the interaction of a kindergarten site with parents' decision to enroll their children in it. The relationship of the kindergarten area, although it has been the subject of much research in the past, has rarely been studied as an element of the final kindergarten choice for the parents as to where their children will be enrolled. The study aims at an in-depth understanding, exploration of the application aspects and comparative study in both theory and practice of modern Educational Marketing.

There are marketing tactics associated with the image and visibility of a private kindergarten and how this in turn affects the behavior and dedication of parents to it. Through the literature review and research, an attempt is made to substantiate a complete framework of marketing tactics focusing on the 7 elements, 7ps, that represent the mix of educational marketing (product, price, place, promotion, people, physical evidence, procedures) in what initially affects the first impression parents make when they come in contact with a Private Kindergarten to enroll their child, that is the physical evidence mix. Examining these elements, we will study to what extent their application improves the image of the Kindergarten and consequently enhances the commitment and behavior of parents in the educational context.

By Physical Evidence mix of educational marketing we mean mainly the decoration, the location of the furniture, the layout, the colors on the walls, the adequate pedagogical games inside and outside the school but also the emotions that are created by the contact with an educational space. To explore the views, the method chosen is the quantitative approach with 180 interviewed parents of the private Kindergartens of Eastern Thessaloniki, using a suitably designed questionnaire of closed type questions Likert scale for the collection of primary data. The data analysis was performed with descriptive and inductive statistics regarding the questionnaire data by dividing the questions into three main thematic sections.

The empirical study showed that there is a correlation between the application of marketing tactics (Physical evidence marketing mix) related to the commitment and behavior of parents towards kindergarten. That means, as long as, parents are aware of the marketing efforts of their children's kindergarten, the more favorable is their image and therefore their devotion and behavior to the Kindergarten. More specifically, when the parents during their first visit to a Private Kindergarten are satisfied either by the existence of sufficient pedagogical games, or by the pleasant decoration of the space, then it is easier for them to enroll their children there. Also, they recommend the kindergarten to

acquaintances and friends, and they are able to continue their children's education to the next level of education if there is the specific name of the Kindergarten. Investing in Marketing Strategies can enhance the Kindergarten's visibility and put it in a successful competitive position. Also, the commitment each time to some of the 7ps marketing tactics has a different impact on the Kindergarten image.

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EA-09

The digital transformation of sports journalism

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EXTENDED ABSTRACT

The object of the particular research is to predict the business models of the Greek Sport Media industry development by the use of technologies in the next few years. The modern business models are based on the below factors: a) the usage of new technologies through knowledge assets and knowledge capital b) the utilization of European digital environment of transmission and delivery of information and entertainment programs c) the skills development of Media employees through modern business models d) the adaptation of Media regarding the race, the gender, the age and the financial status of the users. Technology is rapidly evolving and offers to the Media industry a lot of tools in order to automate part of their work and save time and money. On this base, the focus point of our research is the digital transformation of sport media and sport journalism. Sport media constitute a major part of the news industry, socialization, information and civilization. From the traditional media until their recent form, the sport media industry is a cornerstone of knowledge and information about sports for all the social classes, regardless income, race or gender. The internet changed everything in the field of sport communication in a shocking way. It has changed the terms of journalism, shaped and continues to shape a new communication landscape, with key features, the digitization of information, the convergence of news rooms, mobile platforms, social media and public participation, have changed the terms in content production and distribution. Sports media are also adapting to evolving technological changes. They make extensive use of new media and social media, creating new data in the coverage of sports events and television broadcasts (web streaming, social streaming). Internet and mobile devices have changed the ecosystem of television, which has now moved away from its traditional form and is available everywhere and from every device (television, computer, mobile phone, tablet), the way TV content is distributed and the sale of television rights of sports events. There are also new kinds of journalism: The participatory journalism (citizen journalism) is now widely used by sports media and leads to new business models. The production of automated journalistic content, or content production by algorithm (robot journalism), is also used by sports media around the world to fully cover sports events and Mega Events. This kind of journalism is based on an artificial intelligence software (IA) and an advanced natural language generation (Advanced NLG), which automatically generate articles in near real time and in human readable ways. The news industry uses new technologies in order to be maintained in a sustainable and fruitful business environment

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EA-10

The digital transformation of Media Companies and their working structure through the Coronavirus pandemic

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EXTENDED ABSTRACT

The coronavirus pandemic formed a devastating condition that dramatically changed our lives, regarding our daily routine but also our business presence and state. Through the last years, media companies in Greece but also worldwide, faced a variety of challenging problems that cost them corporate earnings, employees, status and credibility. The increase of internet usage, affected the traditional media as Television and Newspapers, while the constant trap of Fake News and clickbait articles seem to alienate the users from mainstream websites. Covid 19 could be a deathblow for the Media Companies, as the lockdown and the social distancing measures, hold back the sales of newspapers from the newsstands and quite a few shows on Television were forced to stop their presence. During the pandemic, more than 36.000 media workers have been fired or had their salary reduced, only in the USA as New York Times state. Although citizens are demanding more and more information towards Covid-19 and the visitors of the websites keep rising, the main problem occurs through the advertising drop. Companies, frightened from the progression of the pandemic, ceased the advertising expenses, keeping stock for possible harder times. Unfortunately the media couldn't influence businesses to attract more advertisements during the outbreak while also had to respond to a bigger challenge, with changing the working structure complying with the hygiene measures. Nonetheless , the media system appeared to have an alternative working model for each of the news and entertainment assets, starting immediately after the first shock of the pandemic. The newsrooms of the websites, replaced the physical presence of the journalists with remote work status as applications like Zoom, Telegram and Webex thrived helping the employees. Reporting during the pandemic in risky locations as hospitals and pharmacies, shaped a totally new journalist "outfit" with face masks, gloves and social distance between employees and interviewee. Entertainment shows, continued their production having forbidden every form of audience. Media companies, were forced to change their working status with radical moves that affected employers, employees, society. But the changes didn't stop at the workplace, as the government gave the opportunity also to media companies to proceed to temporary suspension of employees. This unprecedented law was used in the majority of the media, having consequences regarding the salaries, the work overload and the restructuring of the working model. All the above have formed a different landscape in media sector that still is unknown if it will be modified again after the exceed of the pandemic. The technical tools that media imperatively learned and starting to use in order to keep the employees connected and business running well, would be an irreplaceable factor for the future workplaces. Noteworthy is that without the key role of technology and digital applications, the transformation of Media Companies wouldn't be reachable.

EA-10

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EA-11

Usage of Systemic Methodologies, in order to suggest improvements, on the procedures that are being followed by the Greek Tourism Industry of Sailing.

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EXTENDED ABSTRACT

The subject of our study is the observation of the procedures followed by the touristic industry of sailing and cruising boats. We have focused on a specific procedure and we will propose, based on Systemic Methodologies, some improvements. More specifically, through this proposal, the need for a new department will arise, responsible for the study and coordination of the procedures that have to be applied, in order to be offered better services, qualitative and quantitative, in the boat charter industry. Do not forget that this industry is responsible for high end tourism, that contributes more to the Gross National Product (GNP). So, better services mean more expensive tourist packages for Greek islands and for Greece in general. It's imperative the creation of such a new department, which will facilitate yacht chartering not only for the under-study company, but also for every yacht broker in Greece.

EA-12

The need for business change transformation caused by global pandemic & the specific steps of a business in adapting to COVID-19 period

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EXTENDED ABSTRACT

This paper presents the results of a series of business steps taken under real circumstances in an international telecommunications company a few months before, during and after the COVID-19 global pandemic. Specifically, the urgent conditions caused by the virus inside and outside the company are described in detail. There are changes in mentality, in targeting and in strategy. In just a few weeks, several of the old for decades successful policies and procedures were radically abolished and immediately replaced with new business plans in order to adapt the company to a new operating status aiming to: - to ensure the survival of the company from now on and in the long run - to build the know-how that will assure its business continuity regarding both its usefulness in favor of the needs of its customers and at the same time regarding its profitability - and to be able to become competitive in the market again in the near future and return to growth The study includes basic terms of systemic dynamics in order to examine dynamic conditions of change, to identify loops, to create new flows and generally to solve the complexity so that we can train the stakeholders in a new mode of existence and business.

The methodology of the study is based on scientifically models and tools Initially using a DCSYM tool to render the transition from an existing state to an ideal one. To perceive reality virtually, to see communications and controls to obtain a "holistic picture" that will allow us to make decisions based on a structured plan of action. Calculate factors to predict correlations and relationships before designing proposals and solutions Then to prioritize before making beneficial change and improvement decisions we focus on interaction relationships, that is, we study causa loop causality diagrams. Useful software in this approach is VENSIM, where we measure trends, detect accumulations, loops, flows, etc. Now we have already entered a simulation phase.

Moreover S.Beer's VSMOD model emerges as a particularly useful software since it allows us to check the viability of our new ideas even when they are still in the diagnosis and design phase. The use of VSMOD, in addition to ensuring the survival of our model as well as business continuity, also saves significant time and money to the company. Important growth data, as they bring us faster and more constructively on the path of progress of the new situation. Therefore, it is very important that with the above tools give us the opportunity to choose different criteria and levels of flashbacks (either from the past or in from the future) and to "travel vertically and horizontally" in each situation we examine. Often, we extract findings which even before the human mind could not be suspected. Of course, those of us who want to simulate this "journey of organizational systems" with the highest sense of reality, need to use Class A software and this in this study is given through the results of Any logic software. In conclusion, I can say that the world will never be the same as it was before the pandemic. Entrepreneurship is constantly changing. The same organizations 5 months before pandemic reacted completely differently than 5

months after. And in a year even everything we are discussing today will be working "differently" again. The purpose and goal, from now on, is to learn to think, function and adapt immediately, dynamically, flexibly and effectively in order to absorb the disadvantages and reap the benefits of any subsequent global or national or local change. Make easy use of modeling tools and techniques to adapt quickly; operate using alternative models and achieve more with less resources and effort. According to Darwin, they are not the strongest species that survive or the smartest, but those that respond best to change. The years that follow will be a challenge for all of us.

EA-13

Towards a hybrid project management framework: A systematic literature review on traditional, agile and hybrid techniques

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EXTENDED ABSTRACT

It is the state of the practice in these turbulent times to combine different approaches and project management methods into hybrid and adaptive methods according to the specific needs of the project and the project team. The objective of the present work is to investigate this practice conducting a systematic literature review on project management methods, hybrid agile methods, method tailoring and innovative processes to tailor methodologies. We applied a systematic analysis of the existent research published during period 2000 – 2020 following similar approaches of several scholars. 1.121 articles published from 2000 until 2020 were collected after exhaustive literature search. However, 98 of them were selected for further investigation according to the criteria selection. Results provide key insights and background on agile project management frameworks as well as challenges and best practices implementing an inhouse hybrid agile project management framework. We anticipate the present work to constitute a useful source of information to PM scientists and practitioners. Results identify new dimensions emerging of the synthesis of project management aspects and provide key insights on traditional and agile project management frameworks as well as challenges and best practices implementing an inhouse hybrid agile project management framework. This work contributes to the body of knowledge about the organization mainly of agile and hybrid approaches. We analyzed the found descriptions thoroughly regarding their characteristics and their organization.

EA-13

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It is the state of the practice in these turbulent times to combine different approaches and project management methods into hybrid and adaptive methods according to the specific needs of the project and the project team. The objective of the present work is to investigate this practice conducting a systematic literature review on project management methods, hybrid agile methods, method tailoring and innovative processes to tailor methodologies. We applied a systematic analysis of the existent research published during period 2000 – 2020 following similar approaches of several scholars. 1.121 articles published from 2000 until 2020 were collected after exhaustive literature search. However, 98 of them were selected for further investigation according to the criteria selection. Results provide key insights and background on agile project management frameworks as well as challenges and best practices implementing an inhouse hybrid agile project management framework. We anticipate the present work to constitute a useful source of information to PM scientists and practitioners. Results identify new dimensions emerging of the synthesis of project management aspects and provide key insights on traditional and agile project management frameworks as well as challenges and best practices implementing an inhouse hybrid agile project management framework. This work contributes to the body of knowledge about the organization mainly of agile and hybrid approaches. We analyzed the found descriptions thoroughly regarding their characteristics and their organization.

EA-14

Inclusion in Project Management

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EXTENDED ABSTRACT

The aim of this presentation is to raise awareness about workplace respect in relation to project management. So, I'll explain the meaning of inclusion, its benefits, but also I'll provide some examples from my - almost 20 years - experience. In detail, the project manager is responsible for achieving the expected benefits and desired outcomes of a project, collaborating with the project team. Therefore, it is essential for project managers to be equipped with sufficient people management and communication skills to understand the teams' needs. Becoming an inclusive project manager helps leading the team on the right track. When everyone in a project team feels included, engaged, valued and their opinions matter, they will perform to their full potential, no matter who they are.

EA-15

Construction project management at the airport

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EXTENDED ABSTRACT

This contribution is about to show how the systemic approaches can be successfully employed in the construction site at the airport area. The presentation and the methods in use will be mentioned to this dissertation. As, it is well known that any work in the construction site at the airport is so difficult whether it is for renovation or expansion, the CPM construction project management, the role of the project manager and the stages of the construction project in general and in particular, at the airport site , will be referred. Furthermore, the life cycle of the project will be analyzed with the four phases, the stages of the project and the factors that lead to success. Meanwhile, it will be mentioned the importance of planning strategies and the ability to create a risk management plan if it is necessary. In addition, using the DCSYM methodology will be analyzed the structure and the operation of construction sites. Based on DCSYM, communication and interaction between its elements will be also examined. Respectively, using Vensim PLE software, a model dynamic analysis is implemented, which is intended to study the behavior of the system in progress. The target is to show how the employees will perform not only at maximum, but also to the optimal at the construction site. Finally, there will be a reference to the investment-project to the joint venture Fraport S.A. and the Kopelouzos group, presenting in practice the construction of airport on behalf of construction site.

EA-16

The post-COVID FinTech landscape

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EXTENDED ABSTRACT

The FinTech market has enjoyed a major rise the past few years. From millions of customers to billion of dollar investment, FinTech startups have demonstrated an amazing growth that traditional banking envied. And then COVID came out of the blue as a true black swan and changed everything. Consumer spending has changed drastically and travel suffered so much that had a huge impact on FinTech companies. Valuations of previously star performers have dropped as much as 40% and investors changed their perception focusing not only on market share growth but also on profitability, probably for the very first time in the history of the digital banking transformation wave. In turn, this has exposed some questions on the very foundations of FinTech startups as their business model suddenly didn't look as promising as before as analysts realised that their existing revenue streams are not enough to sustain the operations without bringing significant losses on the balance sheet. However, some FinTech startups managed to turn the pandemic into an opportunity and in fact come out stronger by offering alternative paid services that appealed better to the end customer. What can we learn from the winners and losers in the post-COVID FinTech environment? What worked well and what can be done differently in order to maximize value for all stakeholders involved, including investors? How does Asia compare to Europe in terms of adoption in mobile payments and what is the role of the so called super apps that tend to combine multiple different lifestyle services like taxi hailing, food delivery and more with mobile wallets that simplify the life of the user while offering multiple touch points and create cross selling opportunities? How can FinTech startups evolve from standalone financial services companies into platforms that connect customers with third party providers and effortlessly create value from the network effects fueled by the build-in viral elements that traditional banks currently lack?

EA-17

Citizen's risk perception in crisis situations. An approach to reducing social vulnerability

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EXTENDED ABSTRACT

Over the last decades, a series of unexpected catastrophic events, from the Islamic terrorist attacks, the Corona virus disease (COVID-19), to natural disasters due to extreme weather events that hit the European Union, make it clear that risk is an integral part of people's everyday lives. Given that, in most cases, the official state and local authorities responsible for the discovery and recovery of the citizens affected by these catastrophic and fatal events, do not seem to be able to react, and therefore the citizens have to take their fate in their own hands. Furthermore, the demographic, the social, the economic, and the environmental inequalities greatly increase the social vulnerability of a significant proportion of citizens who, due to the difficulty of state institutions to respond to their particularities, when an incident of crisis occurs, easily understand that their chances of survival will decline significantly.

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EA-18

Multi insurance policy with systemic methodologies

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EXTENDED ABSTRACT

Despite the fact that the private Insurance Market in Greece already offers a lot to society and economy, its prospects are much greater as it consists of healthy companies and is governed by a strict and effective regulatory framework. Today, the insurance industry invests in the Greek market capitals up to 12,6 € billion and offers about 25.000 jobs in society. Undoubtedly the contribution of the private insurance sector is significant when it completes the state in matters of health care and pensions. However, it can offer even more. In European countries with advanced health care system, Insurance Market consists an important level for economic growth. According to a study by insurance Europe, the insurance penetration as a percentage of GDP in Greece is 2% when the European average is 7,4%. In terms of premiums per capital insurance, Greece is in 26th place. An important problem that Insurance Market faces is the existence of many individual insurance policies per customer in various LoBs. This is an old structural process which still applies. The customer, who has bought more than one insurance policies many times has 3, 4 or even 5 different insurance policies in different periods and has to remember their renewals, payments and at the same time he needs guidance to handle possible claim. On the other hand, the Insurance Company needs to support a large volume of insurance policies, more staff, fixed Costs, disposables etc.

Analyzing all the previous factors and realising the future important role of the private Insurance Market in the near future, the idea of the Multi Insurance Policy seems very attractive. This is the trigger of this presentation, aiming at the simplification of the procedures, providing also accurate and valid information to the customer. That way, customers will have a multi insurance policy with all the key terms, coverages, and special conditions without unnecessary documents. Apply the multi policy, the insurance company will benefit from less staff, more specialized, better and faster service to its partners and finally to their customers. The multi insurance coverage is not applicable at the moment in Greek Insurance Market. Since it is an innovative insurance product, it will bring the corresponding benefits to the Insurance Company that will first apply.

For the diagnosis of this problem and in order to proceed to the above study we used systemic methodologies and the tools of DSCYM Case Tool, VSMod, and Vensim Software for System Dynamics approaches.

EA-19

Creation of an Insurance Product with the Use of Systemic Methodologies

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EXTENDED ABSTRACT

In recent years, the Insurance Market has been governed by strict rules imposed by European Insurance and Occupational Pensions Authority (EIOPA) and the Bank of Greece which is responsible for the Implementation and Audit in Greece. Compliance with the respective rules and directives is essential for the insurance company because otherwise it may be fined or its license may be suspended. As far as Insurance Products is concerned, they must meet strict rules that apply both new products and their review that must be done whenever the need arises but definitely once a year. It is a complete process that starts with the design of products, their distribution, maintenance, continuous control and review. In order for this process of creating / reviewing Insurance Products to be successful, we need to consider multiple factors. Our purpose in this study is to ensure smooth operation of the procedure that is in accordance with the requirements of the Auditor by using systemic approaches.

For the elaboration of our study we shall use Systemic Methodologies as,
01. DCSYM in order to capture existing operational model from which the improvement proposals will emerge,
02. VSM to diagnose the viability of the model, and finally
03. System Dynamics with the software Vensim to examine which parameters influence the successful creation/review of a product.

The factors we need to consider is the definition of Target Market, the people (stakeholders) who should be involved in the process, the departments involved, quality and quantitative controls, pricing policy, distribution network and Training support. Is it important and how could we implement a mechanism to capture the necessary feedback? In the Insurance Company we are attending the Product Committee which is managing the whole process and is responsible for the decision to proceed the release for a new product, its revision or even its abolition. We shall study the participation of individuals and different departments to the procedure and try to capture all the important factors that contribute to a successful and innovative product.

EA-20

Referrals for the systematic control of the Healthcare System

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EXTENDED ABSTRACT

Introduction

Referral is considered, sometimes obligatory, suggestion and recommendation to the patient to go to higher ranks or levels of the Health System or simply, to more specialized medical services and specialties. The Referral aims at guiding the patient accompanied by a reasoned medical decision or a diagnosis.

Referrals are integral part of a typical Healthcare System capturing its internal structure, the assigned medical roles, the developed methods, the available specialized facilities, and the followed pathways by the patients. However, Healthcare Systems take limited advantage and exploitation of such systems or ignore their existence due to the involved complexity.

Purpose

The lack of adequate policies and institutionalized referral procedures results into the absence of a systematically organized way of guiding patients within the Health System causing some places to be almost always crowded, as it usually happens to Hospitals' Emergency Departments while other places remain abandoned, as it is usually the case of Health Centers.

Material

The Referral is usually made for two main reasons, a) for the exercise of control of the operation of the Health System by allocating the available Health resources and at the same time, b) for the safe service of the patient providing the promised level of care and the appropriate Quality. Also, the Referral System can assist in controlling availability of healthcare facilities and necessary medical and other staff, registration of the moving patients in the Health Services and mainly, for the better and safe service of the patients.

Method

Cybernetics provides scientific and engineering means to design models for Healthcare and the included Referrals Systems satisfying the applying policies. First to Third-order Cybernetic principles provide the basis for modeling Referrals systems. In addition, Process Algebra provides the means to define the Referrals logic framework. Moreover, Systems Theory provides the capability to define the systemic aspects while Control Theory assists in designing the desired terms for proper operation according to declared policies. Nevertheless, the Healthcare Systems are characterized as deterministic with unpredictable behavior referring to chaotic systemic operation. Thus, software controllers must be applied to keep the carrying processes away from areas of "strange attractors" operations. However, the process-oriented Referral System can be modeled with i* specifications framework to describe precisely the carrying processes.

Results

Instead of leaving the choice of Health services to patients own initiative, technological

solutions must be integrated and included in the appropriate daily medical practices. The system's success is achieved when it is adopted by both healthcare professionals and patients taking into account the rights of both. However, the Referral System must leave the patients with the right of choice of whatever is considered best for their health but, without exclusions, substantially assisting in making decision about accessing healthcare services.

Conclusions

The adoption of a Referral system will result in the effective exercise of quality control of the provided services. In addition, the implementation of a Referral system will help guiding patients to Health Services channels and record the performance of Health Services in both supply and demand control.

EA-20

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EA-21

From Smart Cities to Smart Rural Country: challenges and sustainability

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EXTENDED ABSTRACT

This work presents the current progress on smart cities initiatives, major breakthroughs and challenges. It also reviews the smart villages and smart rural environments as the next evolution of the smart cities vision. The purpose of the Smart Cities Mission is to drive economic growth and improve the quality of life of people by enabling local area development and harnessing technology, especially technology that leads to Smart outcomes.

Technologies such as IoT (sensors, networks and applications) can be leveraged to improve city services, utilities, the environment and quality of life. All technologies have a common base, big data. Relevant data are collected by local sensors, such as citizens and local activities and global sensors, such as the environment, financial institutions and government sources. Data from disparate sources (traffic, air/water quality and usage, energy usage, resident movement) is constantly collected and is available for analysis. The aim is to use the already gained expertise and insights from the smart cities approaches, applications and evaluations as well as the early works on smart villages and rural spaces to formulate the challenges and sustainability goals for the smart rural country.

The findings of this work are mostly applied to medium- and long-term challenges as well as toward the notion of smart communities. Smart communities represent the notion of abstract connected objects within or spanning smart urban and rural spaces, such as smart cultural heritage, smart environment, and others. Introducing the non-technical goals for smart communities provides the sense of purpose and tangible targets for the technical-oriented smart urban and rural approaches, for aspiration and sustainability planning for the future.

EA-21

From Smart Cities to Smart Rural Country: challenges and sustainability

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EA-22

Evaluation of how the smart-cities are contributing on tourist development – The case of Greek smart tourist cities

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EXTENDED ABSTRACT

The effective use of information and the creation of valuable knowledge has a significant impact in the competitiveness of organisations. Another important factor which contributes in competitiveness today is the use of technology along with innovation. An example of how ICT (Information and Communication Technologies) can be used today is the case of smart-cities. The contribution of smart cities to everyday life is evident through three forms of intelligence that are interconnected and interdependent. These are: the partnership of innovation institutions, the people who live in a city and the artificial infrastructure of networks and applications. The concept of the smart city characterizes a community, which is possessed by developed activities and collective institutions for the purpose of acquiring and developing knowledge, by an advanced system of communication and management as well as by a developed capacity for innovation, according to which they directly manage any complications. The concept of smart cities surely has a positive impact on the daily life of a city's citizens and guests. The purpose of this paper is to expand this concept on how it may have a positive effect on tourist development. Hence, this paper examines how smart tourist cities can be developed. It is important to note that this is a literature review which has developed not only the related literature framework but also it has made a widely examination of successful cases of smart tourist cities. For example, it has referred on the case of the effective crowd management on museums and the use of Internet of Things from the city of Firenze, the use of Smart Cities Index but also cases from Greece, such as how Athens and Trikala have used ICT's in order to develop their tourist offer. Overall, the paper concludes that the concept of smart tourist city contributes on tourist development and through a number of innovations and technologies it can leverage quality of life but also to add value on the tourist product. For this reason, the paper concludes with the fact that Greek cities can adopt smart tourist cities applications, whether those are simple applications such as an application or more advanced applications such as to use Internet of Things and an integrated tourist digital strategy for the destination. By becoming a smart tourist destination, a city can have significant gains. However, it is important to note that the concept of smart tourist city is a rather new concept; hence there is a need for further research.

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EXTENDED ABSTRACT

The effective use of information and the creation of valuable knowledge has a significant impact in the competitiveness of organisations. Another important factor which contributes in competitiveness today is the use of technology along with innovation. An example of how ICT (Information and Communication Technologies) can be used today is the case of smart-cities. The contribution of smart cities to everyday life is evident through three forms of intelligence that are interconnected and interdependent. These are: the partnership of innovation institutions, the people who live in a city and the artificial infrastructure of networks and applications. The concept of the smart city characterizes a community, which is possessed by developed activities and collective institutions for the purpose of acquiring and developing knowledge, by an advanced system of communication and management as well as by a developed capacity for innovation, according to which they directly manage any complications. The concept of smart cities surely has a positive impact on the daily life of a city's citizens and guests. The purpose of this paper is to expand this concept on how it may have a positive effect on tourist development. Hence, this paper examines how smart tourist cities can be developed. It is important to note that this is a literature review which has developed not only the related literature framework but also it has made a widely examination of successful cases of smart tourist cities. For example, it has referred on the case of the effective crowd management on museums and the use of Internet of Things from the city of Firenze, the use of Smart Cities Index but also cases from Greece, such as how Athens and Trikala have used ICT's in order to develop their tourist offer. Overall, the paper concludes that the concept of smart tourist city contributes on tourist development and through a number of innovations and technologies it can leverage quality of life but also to add value on the tourist product. For this reason, the paper concludes with the fact that Greek cities can adopt smart tourist cities applications, whether those are simple applications such as an application or more advanced applications such as to use Internet of Things and an integrated tourist digital strategy for the destination. By becoming a smart tourist destination, a city can have significant gains. However, it is important to note that the concept of smart tourist city is a rather new concept; hence there is a need for further research.

EA-23

A systemic approach to urban innovation policies and strategies for public space; the case of Neighborhood Rooms project

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EXTENDED ABSTRACT

Cities are dynamic systems created by the sum of multiple sub-systems. City sub-systems include physical parts such as public and private spaces, neighborhoods and transportation networks, and non-physical parts of social, economic and cultural nature. In Greece, as in many countries around the globe, rapid urbanization created a series of destabilizations during the formation of urban environments both in terms of physical, as well as socioeconomical and cultural space. The recent economic crisis exposed numerous deficiencies of greek urban systems. As per ELSTAT, Thessaloniki, the second largest city in Greece, suffered deeply with unemployment that reached more than 30% of the population, going up to 50% in people under 35 years old, while facing global contemporary urban issues like urban estrangement and solitude, social exclusion of various social teams, while experiencing serious reduction in innovation and technology literacy. At the same time, according to the data gathered by the Resilient Thessaloniki project, citizens felt there is lack of public infrastructure on a local, neighborhood level, while there is a lot of public buildings that are unused or underutilized. Approaching such a challenging and complex condition through systems thinking, PERA's research concluded that city sub-systems co-exist, but do not necessarily interact, resulting in the reduction of their potential growth and resilience. Revisiting the policies and strategies of interaction of urban sub-systems and aiming in creating the conditions that allow the latter to occur "Neighborhood Rooms" project idea emerged. "Neighborhood Rooms" is a network of three interconnected public community spaces for creativity in the city of Thessaloniki. The project aims to empower the city through bringing people of the neighborhood together for Do-It-Together activities, enhancing community building, life-long learning, "making literacy" and building of trust to the public domain. Neighborhood Rooms is a joint effort by the Municipality of Thessaloniki, the non-profit organization PERA that is responsible for the project design and implementation, and the Centre for Business and Cultural Development. The exclusive donor is Stavros Niarchos Foundation and the project is part of the 10.000.000 million euros donation to the municipality. The project goal has been to shape new dynamics by creating the space and conditions for existing system elements to interact; thus creating emergence to optimize the whole system of the city to be more resilient. In order to achieve so, the focus was to upgrade existing and underutilized public spaces with minimum means to create common spaces of interaction of social capital, technology and culture within the neighborhood. Moreover, synergy within the network of three spaces has been crucial in order to bring different neighborhoods closer together allowing for a more resilient urban system to emerge. Since 2018 when the project started, the program counts thousands Neighborhood Room member visits from various social, economic and cultural backgrounds that have utilized the formerly abandoned public spaces, and gained trust with their neighbors through familiarizing themselves with both low- tech and high – tech activities empowering their communities and the city as a whole.

EA-24

Multifactor Effects Modelling in a Hospital Pharmacy

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EXTENDED ABSTRACT

The purpose of this project is to present a multifactor effects modelling of a Hospital Pharmacy with the use of specialized software which simultaneously affect its better organization and performance. The project is carried out in the framework of the CSAP Certification Project (CSAPCP). This project analyzes the way in which the information systems of a hospital pharmacy work, identifying communication problems or deficiencies in the services provided, with the ultimate goal of producing targeted improvement proposals. Also, focusing on the quality control of the pharmacy and utilizing the technique of dynamic modeling, we modify various parameters aiming at optimizing performance. More specifically, the first chapter serves as an introduction to the concepts of systems thinking and dynamic systems modeling. The second chapter includes a bibliographic review of the best modern practices applied in hospital pharmacies as well as a study of specific cases of successful application of these practices. The third chapter analyzes the current state of operation of an Integrated Hospital Information System (HIS) by presenting the systems with which the Hospital Pharmacy communicates and interacts. Possible problems are also identified, suggestions for improvement are presented for its more efficient operation and finally the new improved state of the HIS is demonstrated. Concluding, in the fourth chapter, we find out how the Systems Dynamics method can be used, in real-life cases, by the Hospital Pharmacy to analyze its processes in order to find the best way to execute them.

EA-25

Streamlining the operational processes of a public sector organization through standardization and the application of the systems approach

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EXTENDED ABSTRACT

The global financial crisis of the past decade has been rivaled only by the Great Depression of the 1930s. The breadth and duration of this crisis had an adverse impact on most national economies, reflecting the systemic interdependence of interconnected financial institutions, and the economic imbalances of individual countries, regions, and monetary policies. The size and duration of the initial crisis in the Greek state was magnified by a variety of 'amplifiers', including excessive public spending, widespread tax evasion, wage growth not supported by proportional productivity gains, and unsustainable debt levels. The Court of Audit of the Hellenic Republic (CoA) operates as the independent external auditor for the Greek state. The organization's effective and efficient operation, within its mandated boundaries, will be instrumental in sustaining the nation's economic recovery and will serve as a key preventive measure to arrest financial mismanagement in the future. The need to continually reinforce the CoA's strategic and operational effectiveness within its current legal and regulatory framework has never been more important. In this context, the CoA needs to carry out its activities making use of innovative management standards and technologies, which strengthen the capacity of its key and enabling processes, as well as its ability to align its practices to both national and European benchmarks. The CoA's ability to respond effectively to the complexity of its environment is a key contributor to its operational effectiveness and its net contribution to the economic ecosystem of which it is a part. In fact, the organization's capacity for change in a dynamic environment is an indispensable competency, which must be imbedded in every aspect of its operations and an important prerequisite that is required to achieving sound results that meet the needs of both the organization and its stakeholders. The CoA's tangible and intangible resources, procedures, methods and practices, and existing and emerging stakeholder needs, are all essential elements of a unified system. The product of the interaction of these interdependent elements needs to be approached and managed as a unified whole. This work will attempt to illustrate the means, methods, and benefits of embodying a systems approach to the CoA's operations, which, together with the application of established international standards (e.g. ISO 9001, ISO 17020, ISSAI 1220 and ISSAI 40) and technologies will reinforce the organization's strategic and operational processes, thus enabling the CoA to meet its legal mandate, and its stakeholders' needs and expectations.

EA-26

Governance of public sector organizations

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EXTENDED ABSTRACT

Since the very earliest research in the public sector field, the nature of the relationship between politics and administration has been the object of much scholarly debate. The principal-agent model prevails as the dominant theory of the political control of the bureaucracy literature while New Public Management (NPM) introduces private sector management principles in the public sector. Public value theory on the other hand, sits at the intersection between an organization's operational capacity, its vision and outcomes and its authorising environment.

Building around these theories, we aim to cover part of the gaps identified within the field of public governance research, through the examination of the following questions:
• What are the key constituents of public value? How is it measured?
• What is the combined impact of the dependence of public organizations from elected officials, political parties and politicians with attributes of the public organization itself, such as its autonomy, hierarchical structure, red tape, participative decision-making, trust, its degree of technocratization and administrative density, on the creation of public value?
• Is there a "right mix" of the above that leads to good public governance and added public value?
• What is the combined impact of public governance with variables of the external environment on the creation of public value?

This study aims to expand new public management and public value theories, integrating elements of both of them into a broader paradigm that emphasizes the political context in which public organizations operate in. The framework that we propose and explores these political dependencies, does not replace previous foci of the principal-agent academic research realised so far, but rather embeds them in a new context and hopefully it generates new theoretical insights and frameworks for public management theories that are closer to the public value paradigm.

EA-27

How Systemic Management of Blockchain Technologies can benefit the Greek Public Sector

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EXTENDED ABSTRACT

Many technologies have been presented the last few years. Cloud Services, 5G Networks, Internet of Things (IoT), Blockchain Technologies (BT), Directed Acyclic Graphs (DAGs) and many others are few of the technologies that could be used on the Greek Public Sector. In each of them the main idea is to transfer data quick and safe. On the one hand, we have the integrity and the availability of the data; on the other hand we have the confidentiality on the advanced information systems. The main goal is to reinsure that our data will remain untouched on time from any malicious user or any malicious acts. Do not forget that personal data only available on Greek Public Services account for the holy grail for many foreign secret services, and even some multinational companies.

In order to decide which technology is proper for use in each case, we need specially-trained personnel capable not only to use such technologies, but also to manage different technologies with different risks and safety rules. Thus, for achieving the best possible results we must use the "Systems Thinking", as each of these technologies includes an essential part of a System. We can consider the Greek Public Sector as a System and each Ministry as an essential part of this System; and the Information Systems and/or Technologies of each Ministry consequently are consisted of other essential parts.

The main purpose of our study is to present how the new Greek Identification Card can be used as the Generation Block of a Blockchain, in which each civilian is going to be presented as a different chain of data (Blockchain). Each chain is going to contain data for his/her: (a) education level (school diplomas and/or any university diplomas), (b) family (birth certification, information about 1st degree relatives etc.), (c) health situation (any contagious diseases from which it may suffer, allergies, prohibited medical examinations or/and medicines etc.). This study, not only presents the benefits of BT and DAGs for the Greek Public Sector, but also consists of the practical application of the Systemic multimethodology that we are developing for the management of such technologies.

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EA-28

Systemic Coaching for Effective Business Management

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EXTENDED ABSTRACT

We live in a "VUCA" world, characterized by Volatility, Uncertainty, Complexity and Vague (Warren Bennis & Burt Nanus, (1987). Small changes become more unpredictable - they become more and more dramatic and happen more often and faster. "Today we face the most important geopolitical, environmental, social and economic challenges in human history." Fenner, (2010); Hawking, (2016); Krauss & Titley, (2017), et.al.

If we want to influence any change, anywhere, we must work with this powerful process instead of denying its existence. We must understand "all change results from a change in meaning. Meaning is created by the process of self-reference. We only change if we decide that change makes sense for who we are." Wheatley, Margaret J. (1999). In this context, the term Systemic Coaching is gradually becoming popular in the business world because it enriches the ability to think critically about structure and processes. That's because Systemic Thinking itself a form of critical thinking. For many, its relatively recent appearance at the beginning of the 21st century represents a new level of reflection on the complexity of the world today. It represents a unique philosophy.

Whittington (2012) defines System Coaching as: "what recognizes, illuminates and releases the dynamics of the system so that each element can operate easily". Systemic refers to the ability to deal with a system whether it's an organization or a person. In the case of a person, a system is of mind-body-emotion, as the person is inputting information, processing it, experiencing it, and outputting it in speech and behavior. To think and work systemically is to be able to see all of the system processes occurring, influencing each other, and to recognize that they do so simultaneously. In a system, cause influences effect, then effect influences cause round and round the loop. Instead of working only at one level, this kind of coaching works at multiple levels simultaneously. This makes it systemic, dynamic, and integrated.

EA-29

Sustainability, Organizational Culture and Entrepreneurship - Measuring the linkage between culture and sustainability practices in Greece

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EXTENDED ABSTRACT

Over the past sixty years, human activities have changed ecosystems at a more rapid and extensive pace than in any comparable period in the history of humankind. The business world, as a major factor for environmental contamination, should take drastic actions, and redefine its role towards society. Furthermore, organizations have to establish social and ethical standards to deal with these challenges and achieve sustainable development. Scholars suggest that an appropriate organizational culture can lead to a pathway for corporate sustainable development (CSD). The involvement and commitment of employees are essential in successful sustainable organizations; however, in different institutional environments, employees have different views of the importance of sustainability. Companies that want to respond to environmental and social challenges will need to undergo significant changes in their organizational culture. The successful implementation of a sustainability-oriented culture will result in the best possible outcomes for the economy, the environment, and society. This study explores the linkage between organizational culture and corporate sustainable development (CSD). Organizational culture is measured based on the four types of culture of the competing values framework : i) clan type which is is characterized by human relation values, ii) adhocracy type which is s related to innovation, adaptability, visionary communication and creativity, iii) hierarchy type which is characterized by stability, monitoring, bureaucracy and control and iv) market type which places greater emphasis on human resources, goal achievement and environmental policies, while CSD was examined as a construct of i) economic, ii) environmental and iii) social dimension. Data were derived from executives of medium- and large-sized companies in Greece. The results of this study indicate that adhocracy and hierarchy type of organizational culture have a significant effect on CSD. Particularly, organizations with hierarchy type characteristics focus more on economic performance and growth and lack of innovation that is fundamental for the other aspects of sustainability. Thus, organizations with a hierarchy type place greater emphasis on the economic dimension of CSD. Moreover, organizations with adhocracy type highlight the significance of the external environment. These organizations assume that their operations are not separate from the ecological environment; thus, it is rational to put greater emphasis on the environmental dimension of CSD.

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EA-30

IMPLEMENTING THE BALDRIGE EXCELLENCE MODEL TO A PUBLIC SCHOOL

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EXTENDED ABSTRACT

An extended research into quality to higher education, has been conducted with valuable contributions from the UK, Australia, Spain, Germany, France, Norway, Canada and the USA, amongst others. Several theories and models have been developed proposing different ways to assist the higher education policy makers in improving their quality system. To that, several socio-political, organizational, pedagogical and business models have been proposed by scholars.

Models in business organization or in total quality management (TQM) (i.e Deming, ISO, the Malcolm Baldrige Criteria for Performance Excellence; the European Excellence Model (EFQM)) have been assumed for decades as successful methods in improving productivity, continuous improvement and learning being essential tools. In the mid 90's, higher education public institutions have start implementing quality management systems according to the quality awards of ISO in Europe, Australia and USA; Deming Prize in Japan, Malcolm Baldrige Quality Award in the USA, and European Quality Award in European countries. In fact, several higher education institutions around the world, including the USA, Europe, Canada, Asia, Africa, Australia, and New Zealand, have included one or some elements of those quality systems. Business excellence models are initially designed to help in the understanding of business excellence and in assessing organizations on the level of maturity in the business excellence.

The two most commonly used models are the EFQM Excellence Model (Europe) and the Baldrige Criteria for Performance Excellence (USA). Business excellence models are composed from a set of "core values and concepts of excellence" together with a set of "fundamental principles that compose the set of ingredients that can and will support an organization's business success.

The core values and concepts for the Baldrige Criteria for Performance Excellence are as follows:

- Systems perspective
- Visionary leadership
- Customer-focused excellence
- Valuing people
- Organizational learning and agility
- Focus on success
- Managing for innovation
- Management by fact
- Societal responsibility

- Ethics and transparency
- Delivering value and results

The Baldrige Criteria for Performance Excellence is using a set of seven criteria in order to assess the support level in the core values and concepts (the ingredients of success) are supporting an organization.
The seven criteria of the Baldrige model are:

- Leadership,
- Strategy,
- Customers,
- Workforce,
- Operations,
- Results & Measurements,
- Analysis & Knowledge management.

Implementing TQM in public administration has many benefits to offer. These benefits will be in the internal environment (improving the internal functioning of the public administration) and in the external environment (the relationship of the public sector with the citizens) of a public organization. The purpose of this study is to present and analyze a case study regarding the implementation of one of the TQM models such as the Baldrige National Quality Award, to a public school. This study will examine the following three very important criteria, leadership, strategic planning, and results.

EA-30

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EA-31

Business Excellence Self-Assessment Tool (BEST) - A Strategic Tool for the evaluation of a Company's Business Excellence & Competitiveness Level

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EXTENDED ABSTRACT

The paper aims at presenting a methodological framework for the development of a Strategic Tool for the Assessment of Company's Business Excellence & Competitiveness Level. This Strategic Tool consists of a Balanced Scorecard based Assessment Tool which can be applied in every company. The Assessment Tool includes two parts, first the "Basic Characteristics" part and second the "Business Competency Issues" part.

The first part refers to the basic characteristics for each company and contains five areas namely: annual turnover, number of employees, number of products / services, number of customers and existence of production. Each characteristic takes relevant values for different levels. The second part contains several business competency issues, which are divided, in the first level, in four categories (Operations/Processes/Systems, Human Resources, Customers, Financial), based on the well-known structure of Balanced Scorecard methodology. The Operations/Processes/Systems, the Human Resources and the Customers categories are in turn divided in sub-categories in order to cover the most critical areas of each category in separate groups.

The business competency issues are evaluated with a range of values indicating the low and the high and relatively showing the level of excellence of the company in each business competency issue.
The score for each business competency issue is based
i) on the value for each business competency issue
ii) on the value of the basic characteristic and
iii) on the correlation of the business competency issue with the basic characteristic which depicted on a correlation matrix that has been developed for that purpose.

With this Strategic Tool, which has been designed in such a way that can be applied in companies of any sector and any size, a Company can have a "Quick Scan" which enables it to identify specific or broader areas for further and thorough business analysis or urgent reorganization actions.

EA-32

Sustainable Development at the Frames of the Strategy "Europe 2020"

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EXTENDED ABSTRACT

The environmental protection and the sustainable development are nowadays recognized needs and important priorities of the international community. The sustainable development in accordance to the Strategy of "Europe 2020" provides the ability to use technological and scientific achievements in such a way as to create alternative political proposals to ensure increased productivity, efficiency, social consistency and of course, the prudent management of natural resources. Our research aims to explain the importance of the implementation of the sustainability/sustainable development/growth and how it is linked to EU's development in specific fields such as economy and environment. For that, a specific thematic index was created concerning the sustainable development, to ascertain how various macroeconomic variables and variables related to the environmental growth affect it. Based on the index of "Europe 2020", the way it was developed by Pasimeni (2011), in order to quantify and measure the progress of the EE28 countries. The analysis of performance of each EU Member State, in the context of this strategy, in terms of economic and environmental conditions, as well as the development of a methodological framework for measuring their benefits are the objects of interest of this work. To answer these research questions, we apply linear panel estimation regression model based on a large sample of EU28 countries for the years 2004 – 2014. Data collected from the database of Eurostat, World Economic Forum and World Bank. The results clearly showed the deviation of the countries of their goals set by 2020, concluding that institutional factors influence the course of an economy more than macroeconomic factors do. The negative relationship of Sustainable Development Index and several macroeconomic factors display the need for structural reforms, redesigning policies and the implementation of measures is considered necessary to correct the various issues that have arisen in the recent years, apart from the appearance of the financial crisis in the European area. It is urgent to keep the unemployment rate and the poverty at a low level and focus on the high environmental performance. All these should be implemented at regional level and then at transnational, to make progress.

EA-33

Systemic approach to manage the multi-channel communication of the external customer of EYDAP with the company

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EXTENDED ABSTRACT

In order both needs and expectations of customers to be satisfied, every business needs to facilitate communication with them, collecting communication data and planning the necessary steps for a long-term relationship. Customers will be unsatisfied unless they are able to easily locate the information they are looking for. In current times of high technology where access to the internet is widespread, every business must be able to manage every customer in a direct and unified way, prioritizing their needs, regardless of their means of access. Unified communication refers to the aggregation of all media, techniques and devices into a common and interconnected entity. Unified communication can lead to a satisfactory customer experience and cultivate the value of trust in the business. Nowadays, consumers are not satisfied with communication through a call center, on the contrary, their communication with the company is multi-channel. In the context of this study, we try to address the problem of communication and interaction for the external customer of E.YD.AP. compared with the company, through the various communication channels. Our goal is the unified service experience through all channels and also customer's satisfaction. Systems theory is the appropriate framework for understanding the complexity of modern organizations, but also an important tool for dealing with uncertainty. With the systemic approach we treat the organization as a living system that interacts externally with the environment, but also internally with the departments and processes. We have applied the DCSYM methodology, which enables us to capture any situation, no matter how complex it is because of the flexibility that distinguishes it. For the capture we used DCSYM CASE TOOL, which is a software that helps us in designing systems and models with the DCSYM methodology. Finally, in order to deal with complex feedback systems in customer communication, we resorted to the methodology of Systemic Dynamics, both designing a model of the flows of customer requests and simulating various situations. A key benefit of the simulation is the control of a system as well as the preparation for situations that happen rarely and they may also turn into disaster if not successfully dealt with. The systemic approach can help an organization such as E.YD.AP. in managing and dealing with any possible changes, as it is enabled to predict behaviors ensuring proper preparation.

EA-34

Transformation of Internal Business Processes for Invoiced Customers in Retail Industry

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EXTENDED ABSTRACT

It is common knowledge that over a decade established retail companies has built all their business services through several different systems. Nowadays, in order to be productive, serve the customer's needs and keep their advantage over their competitors, retail companies have to transform the way they work. Information technology is the way of delivering this transformation. Information technology is the key on such transformations. In his study, the retail company X was using 5 different systems in order to support it's sales channels for invoiced customers. IT made it difficult enough for sales persons to help their customers firmly, since all the necessary information was nested in different systems. The retail company decided to use all the benefits derived from a unique Customer Relationship Management (CRM) system and depreciate the already used ones. A full business analysis and new business architecture was in place, while all customer information regarding company details, previous sales and quotations along with all company related persons were available in one system, helping sales team to be more productive and sale oriented.

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EA-35

Integrated information system for monitoring spare parts, maintenance and fault prevention of machinery - installations, spare parts and supporting part of ISO9000 procedures.

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EXTENDED ABSTRACT

Aigis.
Integrated information system for monitoring spare parts, maintenance and fault prevention of machinery - installations, spare parts and supporting part of ISO9000 procedures.

Aigis is a powerful administrative tool for:
• The management of all information relating to technical management
• Effective decision-making and modern action,
• Minimizing the operating and use costs of fixed assets.

As you already know, the regular, planned and diligent maintenance of production machines:
* guarantees the longevity of the machines
* limits spare parts stocks
* maintains the reliability of machines and instruments
* reduces the risk of accidents
* minimizes the waste of raw and auxiliary materials
* maintains the correct quality of products
* improves the quality of services provided
* reduces energy consumption
* ensures the smooth development of production
* reduces the operating costs of the industry

"Aigis" is an essential and necessary tool for the control and monitoring of the condition of machinery and equipment (assets). The application was developed in MS Windows environment, MS-SQL server, and can run in a local network environment

It is addressed to technical directors, to engineers responsible for the production and maintenance of machines and to quality certification officers of an industry or an organization.
It does not require any previous special knowledge or experience in PC.

"Aigis" covers every need of a demanding engineer in a modern business or organization, operating in today's highly competitive global environment.
"Aigis" has a complete spare parts warehouse, fully integrated in the philosophy and requirements of the maintenance department, thus achieving the minimization of the spare parts stock.
It also has orders to suppliers and suppliers' offers, linked together, for bid evaluation and market control by comparing market invoices to the corresponding offers (or orders).

Aigis Includes:
• Detailed assets register (with photos)
• Detailed spare parts (photos) warehouse related to assets
• Detailed catalog of suppliers with quality and reliability characteristics
• Technician staff file
• Orders for and offers of suppliers in relation to the maintenance schedule
• Accounting data (expenditure budget, expenditure incurred, discrepancies)
• Work orders

Among the many information (repots) it provides is
• Duration and maintenance cost of machinery.
• Maintenance and maintainers per machine.
• Preventive machine maintenance program.
• Frequency of machine failures
• Frequency of machine maintenance
• Pending work (maintenance - damage)
• Symptoms of lesions and results of operations.
• Machine maintenance (per maintenance).
• Remarks per maintenance (before and after maintenance).
• Comparison of maintenance costs and breakdowns with machine acquisition costs.
• Required spare parts per machine and maintenance.
• Comparison of spare parts and their quantity per maintenance before and after maintenance.
• Availability - Adequacy of spare parts for a specific period.
• Costs, Specialties and data of conservators.
• Machinery maintenance tabs with work and spare parts.

Aigis's main goal is, to help maintenance engineers minimize the occurrence of failures, as a fault has a much greater impact on the operation of a business than its corresponding maintenance, thus ensuring the more efficient operation of the business or organization (optimization of equipment operation).

EA-36

Investigating the Adoption and diffusion of ICT in Greek Sport Organizations

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EXTENDED ABSTRACT

The numerous applications of Information and Communication Technologies (ICT) undoubtedly affect various aspects of social, economic and cultural activity. The digital transformation of the sport industry, and the disruption of the traditional sport business models highlight the need for the modern sport organizations to employ insightful and skilled users of ICT, who merely act as creators, and disseminators of digital skills and knowledge to the whole organization. The proliferation of digital tools has changed not only how sport managers learn, but it also affects what they learn and with whom they learn.

The main goal of this paper is to gain a better understanding, regarding the adoption and diffusion process of ICT tools in greek sport organizations, along with the exploration of their digital maturity. The main research directions of this paper are (a) to investigate the role of an efficient and cost-effective ICT adoption process in the greek sport organizations, and (b) to gain an in-depth understanding of the diffusion rate of the latest digital tools of the most popular digital business, marketing, communication and productivity tools. An empirical research was conducted, via an electronic questionnaire that was given to a representative sample of 95 sport organizations from randomly selected prefectures of Greece. The results revealed that that the level of ICT adoption and diffusion represents a crucial indicator, that may predict further growth and development of these sport organizations.

The results also indicate that the significance of ICT is not limited to computer literacy, but it provides dynamic tools and applications to support and enhance the overall operational functionality of sport organizations. Finally, the results display that the possibilities and prospects that open up with the use of ICT in the context of Sports are important and definitive for the Physical Education industry, as well.

EA-36

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EA-37

Systemically-directed knowledge management for effective and ethical management of public and private organisations: Some perspectives from South Africa

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EXTENDED ABSTRACT

In this paper we offer perspectives on systemically-directed knowledge management practices, based on our experiences with certain participants in the public and private organisational domains of South Africa. Nkambule's multiple case research included involvement with sets of teachers, Heads of Departments, administrative clerks, and principals in selected township schools in the public educational system. The research approach was responsive to the manner in which Indigenous ways of knowing (inspired by the African Ubuntu philosophy) became expressed in different ways by the various participants in the schools studied.

The research explored with them their views on how knowledge management – aided by technology – can support collaboration within their schools in what has sometimes been called "distributed agency" (as relational and collectively oriented), and also with the community. That is, the research delved into ways in which definitions of knowing and of creating and sharing (constructed) "knowledge" as understood by participants implied that social interactions needed to be geared to being communicative across the different levels of the school and in relation to external stakeholders. The research assessed (with participants) the knowledge management practices in these terms.

The paper moves on to explore how a similar collectively-oriented distributed agency has been used in the "private" economic domain via social entrepreneurship (defined as geared not only to secure economic, but social motives too). An example is provided (where Romm was involved with some of the beneficiaries) of Bokamoso Impact Investments, where the founder CEO was inspired to introduce innovative agricultural solutions to poverty in rural South Africa. Capacity building includes incubating local rural entrepreneurs, researching methods to enhance natural assets (without destroying the local environment), facilitating market connection, and addressing the issue of lack of basic resources by providing initial assistance. The CEO's approach to knowledge management across all levels of the system in which the various sets of actors together with the natural assets in the community are enmeshed, again rests on an Ubuntu-inspired distributed agency. The ways in which this was attempted to be operationalised in this social enterprise venture is discussed in relation to social enterprise more generally – by considering how social entrepreneurs are positioned to facilitate the tackling of socio-economic issues, where "economic" and "social" issues (including the issue of sustainability) are treated as inseparable. On the basis of these two examples the paper

discusses the potential societal significance of gearing public and private organisational life around collectively beneficial outcomes, so that ”effective management” becomes (re) vitalised in terms of its transformative potential towards a more inclusive social and ecological wellbeing in the society. The paper draws on and extends a stakeholder theory which focuses on cooperation and reciprocity for stakeholders to contribute to creating “common ground”. That is, we discuss in some detail stakeholder theory as an ethical approach to effective management.

EA-37

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EA-38

Machine Learning based Automatic Irrigation Planning

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EXTENDED ABSTRACT

Irrigation is one of the most water-intensive agricultural activities and its need continues to increase over time. The definition of an optimal irrigation planning strategy depends on the availability of data relevant to the determination of water needs. An intelligent irrigation system is based on the use of data from different sources to determine the optimal value of the water requirement; however, this data does not lend itself directly to the operation and is noisy with erroneous or outliers, which can affect the accuracy of irrigation planning. The assessment, using real measurements or by modeling, of water losses from crops has been the subject of much research over the past decades. Whether it is to design an irrigation management system, to meet the water needs of agricultural production, or to properly plan water resources. Optimal irrigation management aimed at adequately meeting crop water needs is one of the essential elements of sustainable agriculture. The challenge is proving to be daunting, however, especially in today's changing and constantly changing climate. Much research has discussed the issue of smart irrigation planning and many solutions have emerged from these studies. The main objective of this work is to develop an automated system that solves most of the problems related to irrigation and agriculture, such as optimizing water needs, increasing agricultural production, minimizing manual interventions in irrigation operations and optimization of irrigation time, crop preservation In this paper, we propose an intelligent framework for smart irrigation planning, such as data analysis, knowledge extraction, and irrigation management enriched by constantly updating parameter prediction. Techniques for eliminating outliers or insignificant values allow more precise irrigation management. Due to the unavailability of sensors and data collection stations, we rely on predictive models based on various machine learning tools using weather, crop, and irrigation information to determine water needs and optimal irrigation planning. All of these features will make the system a sustainable option to consider for improving the efficiency of agriculture and irrigation. To do this, in terms of water requirements, we have adopted a hybrid approach based on evapotranspiration and soil moisture. In terms of information technology, we have adopted an approach based on Artificial Intelligence, particularly supervised machine learning technics. The predictive models are generated simultaneously using the techniques of deep neural networks, XGBoost, and Random Forest.

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EA-39

Business Process Management as an enabling factor for Digital Transformation

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EXTENDED ABSTRACT

Digital transformation is about shifting an organization to new ways of doing business using modern and emerging digital technologies [1] to improve internal operations or the interaction with the customers or partners. However, it is the internal processes that produce the organization's output, either tangible or intangible. When people try to improve a part of the business cycle, they have already taken the first step towards Business Process Management.

Business Process Management (BPM) is about supervising how works are performed within an organization to ensure the consistency of outputs and to explore improvement opportunities. In the context of BPM, a business process is a defined set of activities that use specific inputs to produce a particular output. This way, a process can be defined as a transformation of resources to results.

BPM consists of activities for [2]:

- Identifying the processes within an organization
- Discover and understanding the way they produce their output
- Analyzing processes in both a qualitative and quantitative manner
- Redesigning processes to achieve better performance in terms of cost, speed, and quality
- Implementing the new process models and managing the change
- Monitoring and controlling processes

Digital transformation can be seen as the integration of digital technologies with the business. The primary purpose of this shifting is to enhance the customer's experience. Digital technologies have vastly improved the way a customer searches, selects, orders, and pays or evaluates a product or service. This way, digital transformation strongly relates to information and communication technologies.
However, it is not the technology that produces value. Instead, technology triggers changes in processes which in turn bring business value [3]. The internal business processes constitute the mechanism that produces the organization's output, either tangible or intangible. The proper design and successful operation of these processes ensure that organization's output will meet customer's expectations.

Digital transformation can create new or change the business model of an organization. Since the strategy of the organization lies on its core competencies, and the core competencies lie on organizational processes [4], the ability of the organization to manage its processes is an essential factor in strategy development and consequently in successful movements towards digital operations and services.

Digital operations and services without proper management can increase the complexity in organization operations.

BPM will help an organization to:

- improve the quality of products or services
- to be flexible and adaptable in the business environment changes
- to efficient use the internal resources
- to comply with internal or external requirements
- to clarify its interaction with customers or partners
- to clarify the way of employees collaboration and their relations with the management

BPM is people-centric. Not only concerns all people in all departments and at any level but also requires their involvement for a successful BPM project. Besides, a business process change intervention, if not appropriately designed, can have side effects on unspecified operations of the organization. Systemic methodologies and tools provide the means to encounter that complexity and to successfully implement changes in business process towards digital transformation.

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EA-40

Model of entrepreneurial inclusive civil culture. The case of Parque Agroecológico de Zapopan

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EXTENDED ABSTRACT

This research aims to analyze the model of entrepreneurial inclusive civic culture created and developed in the Agro ecological Park of Zapopan (PAZ). Based on the need to rescue vacant urban land use with the participation of residents residing in the surrounding colonies, social movements, civil society and local government, they have designed and implemented actions to create PAZ (PEACE). The Agro ecological Park of Zapopan is an area of green innovation where in addition to the cultivation of vegetables, vegetables, medicinal plants and decoration under relations of cooperation, trust and community support, the formation of social capital that sustains a culture of peace based on environmental sustainability activities. The results of the implementation of this project, born from bottom of the social and power structures, constitute a significant experience in the regeneration of public spaces and green areas that provides greater economic efficiency in terms of family income, a greater relevance of equity, inclusion and social justice and improvement of environmental sustainability.

EA-41

Systemic approach to Knowledge Management system implementation in EYDAP SA

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EXTENDED ABSTRACT

In the modern era in which we live, the traditional pillars of economic power –capital, land, raw materials and technology– are not the only success factors for a business. Both the future and the success of a business are now determined by its ability to utilize a valuable resource: the corporate knowledge.

Until recently, several companies were operating based on the individual knowledge of some of their key executives. Although personalized knowledge is of maximum value but also it is irreplaceable, the modern business environment requires the full utilization of collective corporate knowledge. Therefore, the challenge for a modern business is to develop systematic and methodical mechanisms of management and development of corporate knowledge. This challenge is called to be dealt by the modern administrative practice of Knowledge Management.

In the present project, the purpose of study is the Systemic approach regarding the implementation of a Knowledge Management System in Athens Water Supply and Sewerage Company (EYDAP S.A.), which is the largest company in Greece that is active in the distribution and management of Water Supply, as well as in the provision of Sewerage and Wastewater Treatment Services.

The aim and the purpose of the Company is the provision of water supply and sewerage services, as well as the design, construction, installation, operation, exploitation, management, maintenance, expansion and renewal of water supply and sewerage systems in all areas the company has been assigned to it, as well as the expansion of its services in different new areas. The company has about 2,350 employees and serves 4,300,000 customers in the water supply sector and 3,200,000 customers in the sewerage sector. It provides water supply services through the 8,500 kilometers of water supply network, while the sewerage network has a total length of almost 6,000 kilometers.

The corporate knowledge is integrated both in the know-how and the experience and skills of the human resources of EYDAP, as well as in the Information Systems, in the networks between the executives (either informal or formal), but also in the business' practices and operations. However, the identification, the collection, the recording and utilization of knowledge within EYDAP require the formation and implementation of a business knowledge management system; against to the risk of losing valuable know-how, but also with the prospect to improve the services provided to customers.

The DCSYM Systemic Methodology has been used to describe the Current Problem Situation. According to DCSYM, the structure of EYDAP systems and subsystems was virtually captured, as well as the Current Situation of the controls and the communications between them. In this way, the problem of numerous communications was immediately

perceived but also the pathogenesis of the system regarding the scattered information and the flow of knowledge in the Company was supervised captured, as well. Furthermore, there has been the capture of the situation after the Interventional Improvement was applied, which concerns the creation of an organizational unit for the implementation of the Knowledge Management system and there has been a comparison between the capture before and after the Interventional Improvement was applied.

In addition, to understand the dynamic complexity of the problem, a simulation model of the system was developed using the Vensim software. Because of the possibility given by Systemic Dynamics, the process of Creation and Loss of Corporate Knowledge in EYDAP was modeled in an early approach, in order to examine how it behaves under different conditions.

EA-42

Knowledge Management, as a Strategic Tool for Sustainability in the Tourism and Hospitality Industry

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EXTENDED ABSTRACT

During the last decades, the business environment has been altered by a number of factors including economic crisis, technological developments, increasingly rapid diffusion of new technology and knowledge revolution. Knowledge Management is considered to be one of the greatest revolutions in Business Administration. More than ever before, business reality requires cooperation and interconnection between performance, sustainability and knowledge management. As the business environment is undergoing a period of extraordinary change, knowledge management plays a significant part in the process of economic development. The purpose of this study is to capture the perceptions of knowledge management in Tourism by providing a critical review of the interrelations between them. Tourism and hospitality industry are forced to re-examine the traditional methods in obtaining a sustainable competitive advantage that enhance performance and sustainability. Today's tourism industry is being shaped by new organizational and managerial principles including management of knowledge and innovation. The key element of a successful tourism industry is the ability to recognize and manage its social capital (Baggio and Cooper, 2010). Considering the importance of tourism and hospitality, it comes as no surprise that ensuring efficient knowledge management has been a pivotal concern. The tourism industry has become one of the most important, dynamic and faster growing sectors of the global economy. Tourism and hospitality is the main locomotive for job creation and economic development of local, regional and national economies as well as for the promotion of cultural exchange and products marketing. Tourism organizations that exhibit a greater level of knowledge management capacity experience a learning effect that can improve their capabilities, and develop creative ideas, as well as innovation (Hall and Williams, 2008). Effective knowledge management facilitates and enhances performance through the development of new insights and capabilities (Nonaka and Takeuchi, 1995; Von Krogh, 1998; Darroch, 2005; Lee & Kim, 2012). Managing knowledge resources lies at the heart of a business growth potential by stabilizing the organization's ability to innovate and achieve high business performance. Under this notion, knowledge management enhances tourism activity by exploiting hidden opportunities in order to create value and provide a sustainable source of differentiation. This study is a review of the literature regarding knowledge management processes in the tourism and hospitality industry.

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EA-43

Level of occupational health education for undergraduate students of the University Nursing Department. Pilot test of knowledge measuring tool.

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EXTENDED ABSTRACT

The aim of the present study was the assessment of the level of knowledge of undergraduate nursing students, at university level, on professional health issues.
The knowledge, perceptions and beliefs regarding occupational health of undergraduate nursing students were measured and recommendations were made for the improvement of the students' level of education.
Material and method: The study consists of two parts. In the first part literary research was conducted in English and in Greek with the use of keywords related to health in the workplace and the health sector. Keywords: professional health, students, personal protection measures, health in the workplace, training.
In the second part a tool (questionnaire) was created and piloted and then the questionnaire was distributed to the students attending the Health in the Workplace class and the Community Nursing class. The questionnaires were distributed to one of the 2 Greek university schools of nursing, and were followed by a descriptive and inductive statistical analysis for the extraction of the research's results. Cronbach's reliability coefficient was 0.81, which is above the acceptable limit (0.7), indicating that the tool is reliable and be used further.
Results: Attendance of the Health in the Workplace class and the year of studies are independently related to the grading of knowledge. The students who had attended the compulsory Health in the Workplace class had a significantly higher grade, which indicates greater knowledge, compared to students who had not attended the class.
Conclusions: the level of the undergraduate students of the nursing school is high. Furthermore, the level of those who had attended the Health in the Workplace class was even higher as compared to those who had not attended the class.

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EA-44

E-Governance in times of Covid19 - The case of Greece. Problems and prospects

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EXTENDED ABSTRACT

The ever-changing socio-economic conditions combined with the strong impact of globalization have rendered necessary the transition to a more efficient and effective public administration able to meet the higher demands of citizens and businesses. Public administration influenced by the latest management models such as New Public Management and Public Governance acquires a more operational approach, setting as a key goal the fulfillment of enhanced administrative performance. E-Governance is a crucial tool for the development of public administration. E-Governance refers to the use of information and telecommunications technologies in public administration combined with organizational changes, new staff skills to improve public service, strengthened democracy and public policies support. The contribution of e-Governance has led to the significant improvement of the operation of public services, reaping multifaceted benefits such as: reducing the processing time of various procedures; improving the quality of services provided; increasing the degree of user satisfaction; enhancing the productivity of resources; eliminating elements of mismanagement and corruption; strengthening of cooperation between domestic authorities and international organizations, etc.). In this context, the administrations of public organizations at the international level have focused on digital reform by introducing information technologies in the public sector and achieving significantly higher performance than in the recent past. The implementation of e-governance has also been promoted by European Union, encouraging Member States to make the most of digital systems – aiming at an administrative convergence and ultimately the realization of a true European integration. Although Greece has recently shown significant progress in the integration of e-governance systems, it is still quite far from the European average, (according to the DESI index "Integration of Digital Public Services", Greece is ranked 27th among the 28 EU countries). Greece has still a long way to go in meeting the European requirements. The pandemic crisis altered significantly the conditions of the external environment, rendering imperative the need for a targeted administrative analysis regarding the process of integrating information technologies in the Greek Public Administration. The presence of Covid19 in Greece forced the state authorities to take emergency measures to deal with the transmission of the virus, aiming, among other things, to prevent the synchronization of citizens. In this context, key administrative reforms were carried out in a short period of time, which so far have found significant obstacles / obstacles both in the design and implementation phase (high digital illiteracy of

the citizens, the low political priority for similar reform projects, difficulties etc.). The purpose of this article is to record and analyze e-governance reform projects in the era of Covid19 in Greece, presenting the trends and prospects of the current period, outlining how the problem of the pandemic could be transformed into an opportunity for administrative upgrading.

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EA-45

Systemic approach for Improving the Collection of Overdue Debts by Local Tax Offices

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EXTENDED ABSTRACT

In Greece since 2010, due to the fiscal crisis, there has been a large decrease in Gross Domestic Product. This has resulted in a steady decline in wages, the explosion of unemployment, the decline in incomes, the real inability of citizens and businesses to meet all their obligations and the accumulation of uncollected debts, elements that create problems in the implementation of the collection of public revenue and the implementation of the state budget.
The Independent Authority for Public Revenue (IAPR), has the main responsibility for the collection of public revenues and for the achievement of its objectives, it has carried out both organizational and legislative interventions. which aim to increase the effectiveness of all its individual actions.

In this project, a differentiated approach was adopted, through the systemic view, regarding the necessary actions related to the field of improving the collection of overdue debts by the use of enforcement measures by the Local Tax Offices (D.O.Y.) and mainly the measure of the seizure in the hands of third parties and specifically in the Credit Institutions.

Systemic thinking is a method that allows you to distinguish the whole. It is a framework for recognizing relationships instead of individual things, patterns / patterns of change, instead of static "photos". The high complexity we are facing today makes systemic thinking even more necessary.

Systems consist of integral parts, all of which interact with each other and the System with the environment. They also consist of Subsystems (downward causation) and the Subsystems belong to Supersystems (upward causation).
Systems become viable when they are capable of producing results for which the changing environment demands.

The achievement of the results from the operating Systems results from the transformation of the inputs, which they receive from their environment, through processes, which are executed by their appropriate and multiple interconnected parts.

Understanding the existing Subsystems (parts) and Structural Processes of a System, but also their functional couplings and interdependencies, allows targeted and well-controlled intervention in parts of the System and in operational and entrepreneurial processes, in order to operate more efficiently, in its ever-changing Environment.

The tools used were:

- Design and Control Systemic Methodology (DCSYM) developed by the emeritus professor of the University of Piraeus Mr. Nikitas Asimakopoulos
- Viable System Model (VSM) developed by Stafford Beer
- VENSIM (here in the PLE academic version), developed by Ventana Systems Inc and used by the
- Massachusetts Institute of Technology (MIT), as the primary tool for developing real-time system simulations.

In particular, with the use of the integrated VENSIM PLE environment, which allows the development of simulations, complex and complicated dynamic systems, a simulation was developed, which simulates the existing Overdue Debt Collection System, taking into account the intertwined sizes and causal relationships.
Images showing the application of modeling using different conditions for all parameters included in the model are described.

This work therefore helps to fully understand how the adoption of Systemic Thinking and the use of Systemic Methodologies and Tools, can actually help in understanding the complexity of the actions required to collect overdue debts.

EA-46

Extreme monetary and organizational transparency in the NGO sector

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EXTENDED ABSTRACT

Lack of transparency within the NGO sector has been an ongoing issue throughout the history of NGO's. Numerous examples of misused donations have been reported resulting in scepticism and reluctance from the public in supporting their work. This is a major problem since the role of NGOs in a society is to fill in the gap and solve issues that the government cannot tackle. Without establishing the necessary trust between NGOs and the citizens, the result is that many societal problems remain ongoing and unsolved.
The objective of the union I.D.E.A. since its establishment in 2009 is to implement community projects while testing procedures that prove beyond doubt and in the most user friendly way, the organizational and monetary transparency of our operation. We believe that since we ask donations from people like you and me in order to implement actions that better our community as a whole, we have an obligation to prove to our funders exactly how their donations have been used. This is what we have achieved with I.D.E.A. in a practical way by implementing 500+ community projects with proven transparency, helping 25000+ people with 1000+ engaged volunteers. Environmental and humanitarian projects like tree plantings, nature clean-ups and satisfying basic needs to disadvantaged groups of people.
Now we are ready to form the I.D.E.A. transparency method into an ISO like standard that other NGOs can apply to their operation in order to regain trust from funders. Especially in the difficult times that we face ahead, the role of NGOs will be even more significant. Giving the choice to funders to have a 'peace of mind donation' to NGOs will result in having the maximum support from their societies.

I.D.E.A. has 2 e-banking accounts through which we manage all the funds available. The bank statements are published on our website www.idea.org.gr and remain online perpetually in common view. The bank statements are uploaded once a month, without modification using 'print screen'. If there is doubt for the authenticity of the statements, one can print them and bring them to our monthly meetings, where we can log in to our accounts and check of discrepancies. By showing our bank accounts in common view and matching every expenditure with the relevant invoice, our transparency method cannot be second guessed.
Administrator of the 2 bank accounts is the founder of I.D.E.A. so we know who is to blame in the case of a "mistake".
The 1st account is for the promotion and expenses of our union. This account is credited by people who are already familiar with our work. Our second bank account is exclusively for our actions. In this way, those who donate to the 2nd account, know that their donation will go in full to their desired action. By separating our expenses from our actions, we make transparency procedures and their audit much easier. For every purchase we make, we photograph the receipt and we publish it in our Facebook page so that one can easily compare the money spent with those deposited in the account. Furthermore for each action we take many pictures and video documentation when possible, in order to prove

that the action has taken place.
Our Ι.Δ.Ε.Α. Transparency Method is an abstract open system that allows for perpetual improvement from the feedback of our stakeholders. In order to aid the organizers of actions within I.D.E.A. to be able to satisfy our extreme transparency standard, we have created documents that need to be filled prior, during and after each action takes place.
What we have realized during the 11 years of our active operation is that to achieve transparency, we need to work harder and more organized. The high levels of transparency that we present, serves as a magnet to all self-conscious people who wish to improve society. At the same time, transparency is a shield against all slanderous accusations towards us, giving us the opportunity to focus on our work.
Extreme transparency is the way of the future and in the age of information and technology there is no excuse for any NGO to operate in a shady way that allows for misusing donations and government funding. We believe that societies as a whole are maturing towards demanding such processes and we as pioneers are ready to share our know-how with all organizations willing to apply our extreme transparency system.

EA-47

Evaluation of the degree of job satisfaction of executives in public administration. Case study: Customs Officers in Greece

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EXTENDED ABSTRACT

Job satisfaction constitutes a section of significant research interest because it is connected many direct and indirect consequences that affect organizations. In a constantly changing environment, where the financial situation sets its own restrictions, factors which increase job satisfaction, without searching for respective funds, are sought. Primary data were gathered with the use of a questionnaire answered by Customs Officers of Greece, as a case study. A random sample of 679 civil servants responded to a questionnaire, which was constructed specifically for this research. The data were processed and analyzed through the IBM SPSS (Statistical Package for Social Science) and grouping of the new hyper variables was conducted, as a result of Factor Analysis. According to the survey results, apart from the financial factors (in which the present study does not refer to), employees derive contentment from working participation, nature of work, value of recognition, evaluation and promotion, as well as from good relations between colleagues and manager. The degree of satisfaction, which employees enjoy from each factor, is different, and in most of the cases is open to improvement. The leadership is summoned to seek the way for this melioration, locating practices which are not the best, and through organizational change to intervene so as to be led, without financial costs, in a beneficial situation for the citizens, the public employees, the economy, the country and the whole society.

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EXTENDED ABSTRACT

Job satisfaction constitutes a section of significant research interest because it is connected many direct and indirect consequences that affect organizations. In a constantly changing environment, where the financial situation sets its own restrictions, factors which increase job satisfaction, without searching for respective funds, are sought. Primary data were gathered with the use of a questionnaire answered by Customs Officers of Greece, as a case study. A random sample of 679 civil servants responded to a questionnaire, which was constructed specifically for this research. The data were processed and analyzed through the IBM SPSS (Statistical Package for Social Science) and grouping of the new hyper variables was conducted, as a result of Factor Analysis. According to the survey results, apart from the financial factors (in which the present study does not refer to), employees derive contentment from working participation, nature of work, value of recognition, evaluation and promotion, as well as from good relations between colleagues and manager. The degree of satisfaction, which employees enjoy from each factor, is different, and in most of the cases is open to improvement. The leadership is summoned to seek the way for this melioration, locating practices which are not the best, and through organizational change to intervene so as to be led, without financial costs, in a beneficial situation for the citizens, the public employees, the economy, the country and the whole society.

EA-48

Systemic methodology for the right allocation of political power and responsibilities

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EXTENDED ABSTRACT

The efforts to date to share political power among the institutions of the Greek state have consistently failed, today facing a critical, minus and difficult problem. Its solution lies in the holistic recruitment of the state and the use of a systemic methodology for the proper distribution of state power between its various structures. The concept of a key to the proper distribution of competences between certain State institutions in the Constitution, the concept of public policy .

EA-49

Combination forecasts of crude oil price volatility: A statistical and economic perspective

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EXTENDED ABSTRACT

Over the last decade, energy price volatility has become of great importance for both investors and financial institutions. Particularly, oil price volatility leads to worldwide economic instability in turbulent periods, as it is one of the most important inputs into macroeconomics, option pricing, and portfolio selection models. As a result, policymakers try to find out the model that predicts best the instability of this commodity. Although a large number of methods and models have been developed, it is not clear which model is most appropriate in providing accurate oil price volatility forecasts. While a number of studies provide evidence in favor of HAR-type and GARCH-type models, a considerable amount of literature points out that volatility forecasts from individual models are very unstable and vary over time; and combination techniques appear as an appealing technique. Although several studies have examined their benefits on oil price predictability, few studies investigate the use of combination forecasts on the prediction of the oil price volatility. Particularly, only five studies exist to date. However, all the existing studies combine forecasts based on a limited number of combination methods. In this paper, we differentiate using a wider range of complex time varying combination techniques and evaluating their forecasting performance based on statistical, economic and risk management evaluation measures. We try to answer the following question: "Can we achieve higher forecasting accuracy and economic gains across different forecasting horizons using more complex combination techniques?". To the best of our knowledge there is no study to date that combines oil volatility forecasts based on a wide range of complex combination techniques and a variety of economic and risk management loss functions. The purpose of this paper is threefold. The first objective is to combine numerous forecasting volatility models using more complex, time-varying combination techniques and comparing them to single models and standard combination approaches. While all the existing studies use simple combination approaches (mean, median, and DMSFE) as well as the dynamic model average (DMA) method, we propose the use of combination techniques ranging from least squares regressions to non-parametric techniques that account for outliers. We expect to improve both the forecasting performance and the economic value of the forecasts. Secondly, by combining nine HAR-type models; including the EPU and the GPR index in them (there is no other study to date that uses the GPR index into combinations); we contribute to the literature by implementing multi-step ahead forecasts and examining whether the combinations can lead to increased forecasting accuracy and higher economic and risk management gains. The third objective of this paper is to examine the relative accuracy of the proposed methodologies in both typical statistical, economic and risk management terms. Apart from

typical statistical loss functions (MAE, MSE); we use the so called Direction of Change (DoC) measure that reports the proportion of forecasts that have correctly predict the volatility movement. Moreover, we consider a mean-variance investor who allocates his/her assets between crude oil futures and a risk-free asset. We use the CER and Sharpe ratio to compute the gains derived from each single and combination technique. Lastly, we use the Q-loss and the Smoothed-Q loss functions as risk management evaluation measures. The empirical analysis yields to some noteworthy findings. At first, the results indicate an improvement to the forecasting performance using more complex combinations in all forecasting horizons. Second, combination forecasts based on more complex schemes succeed higher economic performance, especially in longer forecasting horizons. However, depending on the forecasting horizon, the best performing model varies. Thirdly, considering the risk management exercise, we conclude that although the single models perform adequately in short-term horizons (1- and 5-step ahead), they indicate poor performance for longer horizons and some combinations (e.g. the DMA) are considered as an appealing technique.

EA-49

Combination forecasts of crude oil price volatility: A statistical and economic perspective

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EA-50

Inventory Management-Systemic Approach along with software development in "DIRO" use case for optimal decision making

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EXTENDED ABSTRACT

The core idea of this thesis lies on the identification of a general issue faced by the vast majority of companies that are part of the supply chain as a whole. This particular problem is spotted on the inventory management procedures followed by the above-mentioned companies and affects directly their respective productivity levels. It is commonly accepted that wholesalers, retailers or even production entities cannot effectively forecast demand levels. Furthermore, they cannot put in practice safety -stock or timely restocking procedures. As a result, they suffer losses deriving from overstocking or understocking situations. As we continue, we will provide insight while using systemic and general Data Analytics Tools so as to mitigate such cases. Firstly, we will provide the hands-on example of ‘’MADOUVALOS BROS SA’’ use case. This is a maritime provisioning company which is currently trying to combat inventory management related problems. The organization specializes in food and vessel- spare part handling and timely delivery but lacks in operational efficiency when it comes to stock management and future demand forecasting. We will use the DCSYM tool so as to construct the feasible systemic model of the company along with the communication and control flow that preside over its general operation. We will compare the current problematic situation with the potential one that may arise after some inventory management techniques will be conducted. Secondly, we will use the VENSIM Simulation Software in order to describe another model put together by the interaction of variables which directly affect the stock levels like productivity and distribution etc. Moreover, we will create a functional simulation using Forio-Epicenter online tool to compare different results coming from various variables ''feeding'' the model. We will monitor product stock level changes over time while model inputs are changing upon user request as well. The results will be presented diagrammatically utilizing the Forio interface builder along with some Python based libraries (PySD etc) and code developed solely for this project purposes. Lastly, we will run through the development and use of a suggested pilot -R application that processes time-series data of orders and general transactions while is meant to forecast future demand of a product let alone the exact amount of stock needed to meet it. Summarizing, this study provides, highly assisted by a mixture of data analytics tools, real-case analysis of optimal inventory management and general decision making.

EA-51

Implementation of systemic methodologies in Naval service department in order to lead in right decision making

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EXTENDED ABSTRACT

The Naval service department represents one of the most basic subsystems of the Hellenic Navy, as it covers the vital needs of equipment maintenance and repairs of both the strike units and the support units. Under this framework we study the implementation of systemic methodologies and tools aiming to improve the procedures and the processes of the Naval service department without violating the confidential data. In this way we examine the redesigning and restructuring of the department, while at the same time checking its viability. Furthermore, through the dynamic modelling of tactical Navy ship repairing, we strive to export results and context that will lead us into making the right decisions, having as data the reduction of human work force, the reduction in economics and supplies, and the efforts of the Navy stuff to maintain a high level of performance and efficiency of the Navy Forces.

EA-52

Impacts of ECB's liquidity provision on Greek Banks' lending: Effects during the crisis period.

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EXTENDED ABSTRACT

This study examines the influence of liquidity monetary policy implemented by the Euro area monetary authority on lending provision of Greek monetary financial institutions. Our study lasts from 2008 to 2018, so it covers the global financial crisis period, the sovereign debt crisis period and the three Greek Economic Adjustment Programmes. In the period under investigation Greece and the domestic banking system faced the devastating consequences of the global and sovereign economic crisis. The impact of the crisis, combined with the country's debt crisis led the banking system to also unprecedented pressure conditions and a lack of financial liquidity. To cover the lack of liquidity and the reduction of domestic deposit base, Greek banks resorted to borrow liquidity from the E.C.B. and the National Central Bank. To support bank funding in euro area during crisis period, E.C.B. reduced its key interest rates to zero lower bound, introduced supplementary as well as full allotment fixed-rate procedure for unlimited liquidity provision, extended the list of eligible collateral, carried out two 3 years Very Longer-Term Refinancing Operations (VLTROs) and two Targeted Longer-Term Refinancing Operations (TLTROs) with a duration up to four years. Also, especially for Greece, the E.C.B.'s general council, three times, decided to suspend the application of the lowest credit rating threshold for marketable debt securities issued or guaranteed by Greek government, so Greek banks could use them as collateral in monetary policy transactions.

To investigate the impact of E.C.B.'s monetary policy on credit provision of Greek banks we use regression analysis with dependent variables the monthly growth rate of total loans of domestic MFIs to public and private sector as well subsets such as loans to general government, to non-financial companies and to households for consumption purposes or house purchases. As independent variables we use two dummy variables capturing the announcements of conventional and unconventional monetary policy measures, the growth rate of liquidity absorbed Greek banks by the E.C.B. through the main and the longer term refinancing operations, from Bank of Greece through the emergency liquidity assistance, the inflation rate and the growth rate on industrial production. The liquidity provision by the E.C.B. and Bank of Greece was a crucial factor for the stabilization of Greek MFIs.

EA-52

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EA-53

The transition to online learning during the COVID-19 pandemic: A Student Perspective – A case study in Greece

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EXTENDED ABSTRACT

The sudden outbreak of COVID-19 pandemic forced European countries to implement abruptly necessary measures to tackle the spread of the virus including travel restrictions, remote work, and distance learning. This led to a significant disruption in the provision of education, training and mobility opportunities for learners, teachers and educators across the European Union and the globe. The purpose of the present paper is to illustrate the students' perspective regarding the transition from face to face teaching to online and blended learning models. 2093 undergraduate students in Greece completed an online questionnaire that envisioned capturing the students' perspective regarding the challenges they faced during the transition from face to face learning to online learning. 81% of the participants stated that they experienced challenges with the online learning model. Analysis of the results indicated that the challenges can be grouped in the following categories: technical issues, emotional support, interaction with the teacher & co-learners and lack of soft skills along online learning. The authors concluded that the learning autonomy of students should be cultivated and supported through the employed online teaching methods to enhance the impact of online teaching & learning the forthcoming semester. The data of the survey was analyzed by using Qualitative Content Analysis (QCA).

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EXTENDED ABSTRACT

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EA-54

A pilot research focusing on Neilsen Heuristics conducted on educational staff in two levels of Greek education system during the lock-down because of COVID19 in 2020, concerning eLearning systems' usability

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EXTENDED ABSTRACT

During the lock-down because of COVID19 in 2020, primary schools, high schools, and universities were also closed in Greece. That resulted in using elearning systems (eg. SKYPE, ZOOM, CISCO, BBB) in order to go on with the courses and avoid interrupting the learning process. This paper presents the results of a pilot research focusing on Neilsen Heuristics conducted on educational staff in two levels of Greek education system (high schools, and universities). The method used was an interview with structured questionnaire with open and closed questions, which was answered by experts- teachers (expert testing), and experts expressed the opinion that the usability of all above mentioned synchronous elearning systems was "good" (perceived usability). Based on the results of the pilot research in a next future phase we are oriented to use the following mixed methodology: Nielsen's Heuristic, Cognitive Walkthrough, Inspection, Script/Scenario, Questionnaire and Expert Testing. The paper will present the findings of the pilot research on the general population, and the detailed findings on the university professors.

EA-54

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EA-55

A Systems Approach to Operational Continuity for an Academic Institution during a Pandemic

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EXTENDED ABSTRACT

COVID-19 is an infectious disease caused by a newly discovered coronavirus. It has crossed international boundaries and is currently affecting people on a worldwide scale. COVID-19 was characterized as a pandemic by the World Health Organization, on March of 2020. Given the lack of vaccines and the limitations of existing medications, the pandemic mitigation framework that has been adapted by most countries is based on a layered application of multiple nonpharmaceutical interventions (NPIs). These include isolation and treatment of infected individuals; voluntary home quarantines; use of social-distancing measures; and cancellation of large public gatherings. These NPIs are intended to slow down the spread of the virus, in an effort to preserve life and sustain national health-care infrastructures, while lessening its economic and social impacts. Key to the mitigation interventions, have been school closures, dismissal of school-based activities, and application of social-distancing guidelines that are designed to reduce out-of-school social contacts. Coordinated implementation of these interventions in an educational institution requires advance emergency preparedness, including contingency planning through appropriate continuity arrangements and disaster recovery strategies. However, an often-overlooked component of a comprehensive emergency preparedness strategy in schools is Business Continuity Planning (BCP). An effective BCP outlines the people, processes, relationships, and technologies, which enable a school to continue to serve as an educational institution, in times of adversity. It addresses the "who", "what", "where", "when", and "how" of operational continuity, under conditions that render the school and/or part of its infrastructure inoperable, unusable, and/or compromised. This is accomplished through the identification of the school's critical functions and the creation of multiple layers of redundancy, taking into account the explicit and implied requirements of all interested parties (e.g. students, parents, teachers, administrators, and the community). In this context, issues relating to roles and responsibilities need to be clearly defined; technologies that enable distance-learning and academic interaction acquired and implemented; and partnerships with other entities and social institutions that reinforce the school's operational capacity developed and cultivated. As part of its BCP, the school needs to identify the risks that are associated with its operations, and to develop a clear set of objectives and criteria that can be used to drive its risk mitigation strategies. Additionally,

the school needs to carry-out a structured business impact analysis and to understand how its operations are affected by disruptions that change over time. People with appropriate knowledge and skills must be in place to both contribute to the BCP and to respond to adverse events, as they occur. An effective communication strategy must be developed, taking into account the stakeholders' perspective of the protective measures, thus ensuring stakeholder engagement and reducing confusion and misinformation. Finally, a feedback mechanism needs to be incorporated into the BCP, which is based on scientific data, ethical issues, and impact on society. This work will identify the elements of a BCP that is intended for an academic institution, focusing on the interaction of these elements and the emerging properties that constitute it as a functional whole.

EA-55

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the school needs to carry-out a structured business impact analysis and to understand how its operations are affected by disruptions that change over time. People with appropriate knowledge and skills must be in place to both contribute to the BCP and to respond to adverse events, as they occur. An effective communication strategy must be developed, taking into account the stakeholders' perspective of the protective measures, thus ensuring stakeholder engagement and reducing confusion and misinformation. Finally, a feedback mechanism needs to be incorporated into the BCP, which is based on scientific data, ethical issues, and impact on society. This work will identify the elements of a BCP that is intended for an academic institution, focusing on the interaction of these elements and the emerging properties that constitute it as a functional whole.

EA-55

A Systems Approach to Operational Continuity for an Academic Institution during a Pandemic

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EA-56

The use of social networks by the state bodies involved during the coronavirus pandemic (Covid-19)

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EXTENDED ABSTRACT

The dissemination of Covid-19 has brought about changes in all aspects of the public sector, including communications. Taking into account the dynamics and penetration of new media in Greece, the present study focuses on the use of social media by the directly involved state bodies, in order to draw conclusions about the way they operate and their impact on social media users. In particular, the official social network accounts of the General Secretariat for Civil Protection and the National Public Health Organisation are being examined, during the second phase of the coronavirus pandemic outbreak. In addition to quantitative, the study also delves into qualitative analysis of the data, categorizing the publications in terms of type, category and content. The first phase of the coronavirus pandemic gave the impetus to the digitilisation of the public sector in relation to the wider use of new technologies by the private sector. New forms of communication of public organisations with the citizens and the journalists, replaced the previous forms. At the level of civil protection, in the first phase, communication as well as press briefings, took place exclusively from a distance. At the current stage, the communication of the responsible bodies with the journalists continues to take place to a large extent through the new media and in particular, through the responsible bodies' websites as well as through social media. The penetration and immediacy of social media, combined with the need for valid information and clear messaging in times of crisis, such as the coronavirus dissemination, contributed significantly to the utilisation of social media as means of communication. The outcome of this study seeks to reflect the current situation and is an important guide to content creation in order to achieve an integrated social media presence, the development of two-way communication and ultimately the establishment of a stable relationship and relationship of trust with users.

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EA-57

Regulatory intelligence systems through systemic lens

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EXTENDED ABSTRACT

A regulatory intelligence system consists of organizational policies and procedures for gathering and analyzing all regulations applying to an organization in order to maintain product approvals and take business decisions.

To conduct regulatory intelligence, an organization needs to establish systems, methodologies and processes. Such methodologies and processes may concern several roles within the organization, mainly Environment, Health & Safety (EHS) officers, Product Stewardship directors, Regulatory Affairs officers and directors of industrial groups or sites.

There are two stages in setting up a regulatory intelligence system: (1) establishing a monitoring system and (2) establishing a compliance-check system.

The monitoring system consists of selecting sources of information and selecting potentially applicable texts. The selection of information sources is about listing all the sources available for consultation and focusing on those that cover the company's scope of activity. It may vary from a single-person task to a process involving a group of people. The selection of potentially applicable texts can include a two-stage methodology: (a) looking at the titles of statutory texts issued by the ministries that directly concern the company's business and (b) check the titles of statutory texts drafted by other ministries, as a precaution.

The compliance-check system consists of summarizing each legislation text, identifying the requirements that apply to each site, and checking compliance with requirements applying to each site. There are plenty of practical methods used to create relevant legislation summaries. For example, one should underscore if the legislation strengths, simplifies, or standardizes an existing requirement and to what end. To compare legal and technical standpoints is not a trivial work, so it takes some time to produce a quality summary after the text is published.

Regarding the methodology of identifying the requirements applying to a site, it depends on the company's organization and culture. There is an enormous number of EHS requirements that potentially apply to a site, and only a relatively small proportion is usually applicable. Implementing a generic regulatory monitoring and compliance system is still an option, but it may lead to costly managing unnecessary data not suiting the company's scope of activities. On the contrary, the identification process highly depends on the company's operation model and setting up a regulatory intelligence system is a custom process suiting the company's needs.

Regulatory compliance and, much more, a regulatory intelligence system is a complex issue since it involves requirements, guidelines, expectations, interpretations, people cooperation, practices, processes, even strategy. The same complexity applies to the project of initializing a regulatory intelligence function in an organization.

Systems approach and systemic methodologies help to navigate this complexity by providing the means to meet the challenges it poses. For instance, they help to model and simplify complex concepts, to understand the context, to facilitate the collaboration among stakeholders and to drive the process of establishing a compliance intelligence system within the organization. Two examples are presented: (a) A Design and Control Systemic Methodology example of managing the change of a product after a new compliance requirement and (b) a Soft System Methodology example for managing a new project for establishing a regulatory intelligence system in an organization.

EA-58

European Regulatory Agencies - Systemic principles applied on Data Governance

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EXTENDED ABSTRACT

European Regulatory Agencies - Systemic principles applied on Data Governance European Union Regulatory Agencies are specialized bodies set up to advice and exchange information with Institutions, Industry, Member States, and European citizens in areas that affect everyone living in the Union. These Agencies today face an increasingly complex institutional landscape and need the capacity to steer and manage complex communication and functional networks. Information produced, integrated, and consumed is of high amount and importance but in different qualities and forms. It is hard to underestimate the role of (big) data in modern organizations and the ability to handle them has become a competitive force in its own right. Data Governance - as a field that includes people, processes, and technologies needed to manage and protect the organization's data assets – has evolved to manage the complexity of such enterprise systems and is a key, fundamental factor to achieve that goal. This study aims to reveal that the systemic way of thinking can provide a significant benefit - but also advantage - to how Data Governance is applied on such a large scale, in a European multilevel dimension. For example, DCSYM methodology is a cleverly simple tool used to discover systemic solutions that lead to the adoption of the most effective data governance practices such as Data Stewardship and Enterprise Data Model. Data Stewardship is the "panoptic" accountability for the definition and use of data across an organization breaking the burdens of the "silo mentality". Enterprise Data Model is a common language, a schema that can transfer effectively information between people of different professional origins. Actually, these two features of Data Governance are derived by the systemic approach. The systemic approach offers a different option to handle problems and lower the complexity of our modern world. Data Governance is governed by systemic principles and it is another area on which the systemic approach can be applied.

EA-59

Acquis Communautaire on Data Mining Copyright

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EXTENDED ABSTRACT

The research focuses on the analysis of Articles 3 & 4 of Directive 2019/790/EU, which deal with copyright exceptions and restrictions on the application of data mining methods, in relation to the Acquis Communautaire and the pursuit of knowledge-based economic development. Data mining methods are important tools in data analysis and the creation of new knowledge. The development of computer and information science methods for the analysis of large volumes of data create significant added value to the available data.

The concept of copyright exceptions and restrictions on the data mining methods that will be used to give access to the research material, plays a crucial role in the so-called Copyright Paradox. The paradox consists in the operational way of copyright system that while aspires to promote knowledge, at the same time limits the access to knowledge. It is an inherent feature of the applied copyright policy and the institution it entails. As consequence of the paradox emerges a conflict on
decision-making about the proper institutionalization of access and protection, between the public and private interests.

Adequate protection of copyright motivates knowledge creators to work because there are assurances that the result of their work is recognized and remunerated. Conversely, in order to create new knowledge, there must be access to existing knowledge. The new perception of data
provided by the Public Administration is that they constitute state infrastructure for the operation and development of a country.

Approaching and managing the Knowledge System is a challenge for management science. Options about allocation of copyright protection, as opposed to equitable access to the knowledge of knowledge users, who are largely the producers of new knowledge, are crucial for the development
of science, innovation, of social progress, of democracy. Critical issues are the proper legislation, the regulatory compliance with the existing institutional framework, the reshaping of the regulatory
framework for the optimal management of activities in areas such as IT, data analysis, decision-making based on data analysis, education, research, technology development, production, entrepreneurship, as well as international, governmental, non-governmental organizations.

Data mining legislation must ensure that it does not slow down future scientific and

technological developments. The territorial character of copyright legislation at European level is defined in the territorial jurisdictions of the Member States because the legislation is enacted by the adoption of Directives, not Regulations. The integration of the provisions of the Directives into the internal legal order of each Member State, leads to a differential interpretative and practical approach to the requirements set by the EU Directives.

Within a single market and a single area of research collaboration, diverse national provisions often create problems for the application and development of data science, rather than solving the institutional problems and rigidities they cause in data management. The existing as well as the emerging research environment makes it difficult to make decisions about the design and implementation of programs that include data analysis tasks. Legal uncertainty, combined with the international nature of online platforms and the database files contained in them, could lead to investment uncertainty and complex regulatory compliance issues in the future. New technologies require a lean and flexible institutional, administrative, financial environment to develop and to evolve.

EA-59

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EA-60

Public policy for Corporate Social Responsibility: and the "made in EU" approach: the role of state via Social Responsible Public Procurement and the synergies towards SDGs 2030

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EXTENDED ABSTRACT

Transparency and stakeholder collaboration became nowadays one of the most important aspects in public policy making for sustainable development (SD) and corporate social responsibility (CSR). These issues are getting popular in European Union and its member states, due to the need for business compliance to sustainable development goals 2030. European business community has been a significant stakeholder in environmental sustainability, social cohesion, employment creation and transparency, while the role of state was always essential in tems of policy making (e.g. Incentives creation). More specifically, Public Procurement in EU is an important policy tool in order to creative incentives and generates opportunities towards SD and in particular CSR.Therefore the potentials for states to engage business sector in CSR initiatives and SD practices via public procurement are significant, which is divided in Sustainable, the Green and the Social Responsible public procurement. These policy initiatives underline at the same time the states responsiveness and responsibility as well for issues such as climate, digital and social justice which might be negatively affected by business sector operations in Europe and the rest ofthe world.

EA-61

An Invitation to Deliberate on Systems Literacy in K-12 Science Pedagogy

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EXTENDED ABSTRACT

This presentation invites HSSS conference attendees, the broader systems community, and K-12 science teachers to participate in deliberations-at-scale to develop approaches which promote the incorporation of Systems Literacy within the pedagogy of the sciences at the K-12 level. Next Generation Science Standards (NGSS) for the U.S. have been developed by the National Research Council and the National Academies through a broad-based partnership including international collaborations. The NGSS calls for seven cross-cutting interests which span all the sciences – that is attention to systems. A premise of the current project, to support the next generation of teachers, is to develop approaches to promoting systems literacy across the sciences. This would not only be through the pedagogy in the classroom, but through media, systems inquiry-based journalism conducted by students, as well the humanities. Over the past year a small team of practitoners of the Structured Democratic Dialogue process have worked with people involved with Systems Literacy initiatives from the International Systems Sciences, the International Federation of Systems Research, and the National Council on Systems Engineering to conduct discovery work concerning design of the initiative. This presentation will describe a proposed architecture for conducting structured dialogue to engage participants representing the broad set of stakeholders with interests in promoting Systems Literacy especially at the K-12 level, in eco-systems and sustainability, and fostering a systemic understanding and approach to the current pandemic as an urgent topic.

EA-62

Soft–BPM Methodology: A Systemic BPM Life Cycle Framework with the Contribution of Soft Systems Methodology (SSM) and System Dynamics (SD)

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This paper shows the Soft - BPM Methodology, a proposed methodological framework that rethinks the BPM Life Cycle, by involving aspects that are provided by two well-known methodologies in the systemic world: Soft Systems Methodology (SSM) (Checkland et . al, 2007) and System Dynamics (Sterman, 2017) Although the systemic framework presented influence in the overall cycle life of the traditional BPM cycle life, , the main contribution of the Soft-BPM approach is at the first stage, concerned with the process identification stage.. For a better illustration, after showing its methodological content, its use is proposed to study the pertinence of the main processes of a Colombian financial company. Finally, we comment the additional contributions that the Soft-BPM Methodology can provide to the overall process of BPM, providing conclusions and future research work that can be carried out, based on what it has been achieved in this work.

EA-63

Analytics strategy and Operating Model design

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EXTENDED ABSTRACT

In today's data-driven age, organizations are transitioning from opinion-based decisions to informed decisions based on data and analytics. Analyzing the data reveals trends and information that may be different to our assumptions causing a shift in eventual decisions that in turn will better serve a firm. An insight driven decision-making enables an organization to foresee and initiate business change. To retain competitive advantage with ever present business and technological change and challenges, organization needs an operating model with data and analytics foundation. Each organization is unique, with its own data and analytics need. Different set of capabilities required to fit these needs. While all organization has some form of structured, semi- structured and unstructured data across internal business systems and external sources, often what is missing is the capability to continuously assess data streams and integrate them across the organization's core processes. A Data & Analytic operating model that specifically focus on building 'Analytics Information Center' for organization and deploy capabilities to execute on requirements for intelligence and to drive sustainable results in future. This white paper deliberates a business driven enterprise analytics strategy, along with an accompanying future state operating model that will incorporate analytics targets that can demonstrate high value and benefit to the businesses to enhance capability of organisation.

EA-64

A systems approach to managing the three tenets of information security

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EXTENDED ABSTRACT

Most guidelines and standards published by prominent International Standards Organizations hold that risk-based thinking supports public, private, and community organizations in determining the forces that could cause their key and enabling processes to deviate from planned arrangements, to apply preventive measures to modify risk, and to take advantage of opportunities as they arise. Information security (IS) refers to the preservation of the confidentiality, the integrity, and the availability of information, where confidentiality relates to non-disclosure of sensitive information, integrity relates to the information's accuracy, consistency, reliability, and completeness, and availability relates to the information's accessibility by authorized persons, upon demand. A Management System is composed of the set of interrelated and interdependent elements that establish policies and objectives, and the means through which to achieve these objectives. The explicit objective of an Information Security Management System (ISMS) is to ensure business continuity by minimizing overall risk to the organization's information resources. The term information resources is used to refer to information generated by human activity and the elements of infrastructure used to capture, record, store, process, display, and transmit information, including business application systems, e-commerce, computer installations, networks, and system development activities. An effective ISMS needs to be commensurate to the complexity of the organization's socio-technical infrastructure and the external environment associated with its activities. Organizations, however, frequently adapt IS practices that fail to effectively address the dynamic complexity that is embedded in their (internal and external) business environment, relying on simplification rather than the holistic treatment of complexity. Moreover, IS is frequently treated as an isolated activity rather than an integral part of the organization's management paradigm. In this context, decision-makers often identify and mitigate risks through actions that are derived through analytical methods in the context of a reductionist approach: (1) reducing the whole into its constituent parts, (2) understanding each part separately, and (3) aggregating understanding of the parts, into an understanding of the whole. Although the concept that complex wholes are formed from smaller elements is common to both reductionism and systems theory, the reductionist approach simplifies the whole by concentrating on the isolated elements (analysis), while systems theory addresses the dynamic relations that exist among the elements of the whole, focusing on the behaviors that emerge from their interaction (synthesis). This work will explore the (generic) risk management process that is outlined in the ISO 31000 international standard, which can

be used to identify, analyze, and monitor issues of risk. The standard will be examined through the requirements/guidelines that are defined in the ISO/IEC 27000-series of international standards. Further, it will introduce a conceptual structure (model) that is based on a systems approach that can be employed by any organization for the purpose of designing, implementing, monitoring, reviewing, and continually improving a structured ISMS, which can be instrumental in effectively addressing the issues of risk that impact its short, medium, and long-term objectives.

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A systems approach to managing the three tenets of information security

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Theory building: expanding ANSOFF's strategic management theory and relating it with global corporate citizenship

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Ansoff's Strategic Management Theory (SMT) and Strategic Success Hypothesis (SSH) states that a company's performance potential is optimum when the following three conditions happen:

(a) strategic aggressiveness matches environmental turbulence,
(b) company's capability matches strategic aggressiveness, and
(c) the components of the company's capability must be supportive of one another.

Ansoff's SSH has been tested for validity by many researches. They all concluded in general, that companies (private and public) which matched their strategy to the environment and supported the selected strategy by organizational capability had a better performance (Ansoff, 1988; Moussetis, 2011).

Environmental turbulence, according to Ansoff and McDonnell (1990), is a combined measure of the changeability (complexity and novelty of the company's environment), and predictability (rapidity of change, visibility of the future) of the company's environment. Given that strategic management theory is very essential to the survival and future growth of any company, the purpose of this study, which is conceptual, is to expand the Ansoff's Strategic Management Theory to include Global Corporate Citizenship which refers to putting a company's commitment to social and environmental responsibility into practice worldwide, not only locally or regionally (Lawrence and Weber, 2011).

The authors will propose a new factor (the Global Corporate Citizenship factor) for the strategic aggressiveness dimension of the Ansoff's Strategic Management Theory. The new proposed model containing the Global Corporate Citizenship, should be tested empirically in different industries in order to be validated. In turbulent environments, contemporary companies need to have good operational performance as well as increased emphasis on

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EA-66

Enhancing Stated Preference Surveys for Freight Transport Investments Under a Systems Thinking Perspective

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EXTENDED ABSTRACT

Stated Preference Surveys (SPS) is the dominant method used to assess transport users' willingness to pay for savings in transport time. These context-based, computer-aided interviews measure the maximum amount of money transport consumers would be willing to pay to have an outcome that they consider desirable.

SPS aims to value in monetary terms the effect that certain transport projects will have and bring them into the economic evaluation of the project. Transport time savings are considered a major benefit of transportation projects in Cost-Benefit Analysis (CBA) and are monetized to be compared against estimated costs. The result of this cost-benefit comparison is the key driver for decision-makers to approve or not a transportation project or policy.

However, for projects that affect freight transport time, this is not a straightforward process, as in the case of passenger travel time, since several mechanisms must be considered to make sure that benefits from freight transport time savings are not lost in other parts of the logistics chain and that double counting is avoided. Freight transport is embedded into the complex logistics system of companies and is a key activity of Supply Chain Management therefore the inclusion of time savings within the economic benefits of a project is a complex issue that requires a detailed case by case analysis that considers all parties affected by it.

The use of SPS to elicit the value of freight transport time changes has received criticism by researchers who question their ability to safely provide the correct monetary value of savings or losses. The main issue is to identify the right decision-makers to interview and provide them with the correct alternatives to choose from. Whereas in passenger traffic the interviewee (passenger) is the decision-maker, in freight transportation several decision-makers exist who have different business goals and whose decisions are affected by trade-offs between time and cost of transportation but also of other logistics activities like inventory, warehousing, ordering, and sales. To deal with this complexity, contextual SPS are designed and provide interviewees with hypothetical but specific alternatives to choose from. However, even in this case, we argue in this paper that the dynamic complexity of the logistics system exceeds human capacity to fully evaluate the alternatives they are presented within SP experiments and finally elicit the monetary value of transport time savings or losses.

We base our discussion on systems thinking and develop a conceptual model to allow

decision-makers to move beyond linear cause and effect chains of understanding and consider the effect of feedback loops, time delays, and decision-making policies on the logistics systems structure behavior after a transport time saving or loss.

This model can be used as an input for both SPS researchers in order to properly formulate their alternative questions and also decision-makers to choose between them and attach proper values to transport time savings.

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Financial Behaviour and Accounting, a literature review

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EXTENDED ABSTRACT

Financial literature has widely engaged with the relationship between assets returns and their fundamentals. Many researchers have analytically examined these phenomena not only in short but and in long term periods, by adopting or addressing the "traditional" financial theory of Efficient Market Hypothesis (Fama, 1965), or alternative financial theories such as Financial Behavior. Focusing in cognitive psychology, its well-known the presence of plenty of cognitive biases like representativeness, conservatism, anchoring, ambiguity aversion etc. as well as their catalytic role in investment decisions and actions. Furthermore, these biases, combined with accounting data and reports, can lead to enormous numbers of decisions which divide from "normality", or better, rational expected decisions (Kariofyllas et al., 2017). According to Chan et al. (2004), forecasting failures is the result of investment decisions affected by cognitive biases like these we mention above, during accounting and financial data processes. Thus support that trend and stability of information reflects or incorporates biases in information that in the next level of process will be used for investment assessing. So, there are a number of publications dealing with Behavioral Finance review on behalf of examining the historical approach of these theories and especially the relationship between biases and theories, but there is no literature review on behalf of the developed behavioral models and strategies and their results in markets data. We will present the Barberis et al (1998) model which assumes that investors permanently adopt faulty methods of processing financial information based on recent data believing that either there is a trend or an average return. Subsequently Daniel et al. (1998) study the effects of excessive self-confidence and self-attribution. According to them, confidence leads to overestimation of personal perceptions and/or information as well as to underestimation of broad information. Mullainathan (2001) in his model assumes in his model that investors are not "Bayesian". And finally Rabin (2002) relies on the law of small numbers to prove momentum and stock-return reversals. So a more lean and technical approach of financial behaviour literature review, with analysis, compartments and will fill the gap that occurs until now.

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Financial literature has widely engaged with the relationship between assets returns and their fundamentals. Many researchers have analytically examined these phenomena not only in short but and in long term periods, by adopting or addressing the "traditional" financial theory of Efficient Market Hypothesis (Fama, 1965), or alternative financial theories such as Financial Behavior. Focusing in cognitive psychology, its well-known the presence of plenty of cognitive biases like representativeness, conservatism, anchoring, ambiguity aversion etc. as well as their catalytic role in investment decisions and actions. Furthermore, these biases, combined with accounting data and reports, can lead to enormous numbers of decisions which divide from "normality", or better, rational expected decisions (Kariofyllas et al., 2017). According to Chan et al. (2004), forecasting failures is the result of investment decisions affected by cognitive biases like these we mention above, during accounting and financial data processes. Thus support that trend and stability of information reflects or incorporates biases in information that in the next level of process will be used for investment assessing. So, there are a number of publications dealing with Behavioral Finance review on behalf of examining the historical approach of these theories and especially the relationship between biases and theories, but there is no literature review on behalf of the developed behavioral models and strategies and their results in markets data. We will present the Barberis et al (1998) model which assumes that investors permanently adopt faulty methods of processing financial information based on recent data believing that either there is a trend or an average return. Subsequently Daniel et al. (1998) study the effects of excessive self-confidence and self-attribution. According to them, confidence leads to overestimation of personal perceptions and/or information as well as to underestimation of broad information. Mullainathan (2001) in his model assumes in his model that investors are not "Bayesian". And finally Rabin (2002) relies on the law of small numbers to prove momentum and stock-return reversals. So a more lean and technical approach of financial behaviour literature review, with analysis, compartments and will fill the gap that occurs until now.

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Financial Behaviour and Accounting, a literature review

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EA-68

Scientific Research and Systemic Approach: Hospitality-Event Planning-Culture

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EXTENDED ABSTRACT

The business of Event Planning has grown through years and includes several kinds of organizations and different event styles. As we can understand this growth has led to a concrete need of scientific analysis. The new perspectives of the hospitality industry do not concentrate only on profits but they also take into consideration the role and the dynamic of Corporate Social Responsibility (CSR). CSR-practices demonstrate that a company applies strategies in order to promote the positive social good although it doesn't resign from its profits. The function and connection between subsystems -here Hospitality, Event Planning and Culture- and the ethical role of CSR-practices on behalf of the hospitality industry are related to systemic theory and demonstrate the dynamic of a systemic approach which is beneficial to both the company and the society. The main purpose of this study paper is to highlight this dynamic of a systemic approach related to Hospitality, Event Planning and Culture. In order to achieve this purpose the study will at first concentrate on the relevant theory and then on the connection between these elements, a connection of subsystems that offers a unique opportunity of success. By giving several examples this study will present CSR-activities related to cultural events in the hospitality industry. Furthermore, it will present ways of conducting a proper scientific research in order to motivate the relevant departments to utilize it as a beneficial tool for a critical analysis and a periodical evaluation. This research could lead to a significant improvement of CSR-implementation in the future which could contribute to the protection and support of the society but also to the development of the company and the promotion of its values.

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