Hellenic Society for Systemic Studies (HSSS)

University of Ioannina
Lab. of New Technologies & Distance Learning

20th HSSS National & International Conference

# SYSTEMS APPROACH FOR INNOVATIVE ENTREPRENEURSHIP

PROGRAM AND ABSTRACTS

www.confe.hsss.eu

Online Attendance

11-14 Dec 2024

# TABLE OF CONTENTS

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University of Piraeus

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# Welcome Note

## Systems Approach for Innovative Entrepreneurship

We would like to invite you to the 20th Hellenic Society for Systemic Studies (HSSS) National & International Conference, joined organized with the University of Ioannina, Lab. of New Technologies and Distance Learning. Supporter of the Conference is the Administrative Chamber of Greece.

The Conference is online, from 11th to 14th December 2024, Ioannina, Greece.

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.

This Conference is a great opportunity for system specialists from Europe and the rest of the world to meet and emulate each other in order to decompartmentalise the specialist approaches of the different disciplines. Combining theoretical, methodological and practical approaches, systems thinking contributes to the construction of synergies between different disciplines, thus encouraging the development of theoretical models, modelling and decision-making methods, and practical tools at the service of society.

Based on the topic of creativity, the main theme of the double event is to present the dynamic scientific area of "Systemics" with theory and 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, including the Association Française de Science des Systèmes (AFSCET), The Cybernetics Society (CYBSOC), the Associazione Italiana per la Ricerca sui Sistemi (AIRS), the Hellenic Society for Systemic Studies (HSSS), the Asbl Systèmes & Organisations (S&O), the Sociedad Española de Sistemas Generales (SESGE) International Federation for Systems Research (IFSR), the International Academy of Systems and Cybernetic Sciences (IASCYS), the World Organisation of Systems and Cybernetics (WOSC) together with renowned consultancy firms of national and international stature, will allow the organization of a very successful and memorable event in the history of HSSS Conferences and EUS Congress.

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.

Ioannina 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 Scientific Committee

**Professor Jenny Pange**,
Director of Lab. of New Technologies & Distance Learning,
Former Dean of the School of Education,
University of Ioannina, Greece.

## Chair for the Organising Committee

**Mr. Eleftherios Kakavoulis, Member of HSSS Council**,
CSAP Mastering Program,
University of Piraeus,
Greece.

## President of EUS and HSSS

Professor N. Assimakopoulos,
Department of Informatics,
University of Piraeus, Piraeus,
Greece.

## Acknowledgements

*The Board of Directors of the*
*Hellenic Society for Systemic Studies*
*and*
*the Organizing Committee of the 20th 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

## Wednesday 11th December, 2024

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

## Thursday 12th December, 2024

| | |
|---|---|
| 10:00 - 11:45 | KEYNOTE ADDRESSES |
| 11:45 - 13:15 | KEYNOTE ADDRESSES AND PARALLEL SESSIONS |
| 13:15 - 13:30 | SHORT BREAK |
| 13:30 - 15:00 | WORKSHOP AND PARALLEL SESSIONS |
| 15:00 - 15:30 | LUNCH BREAK |
| 15:30 - 17:45 | PARALLEL SESSIONS |
| 17:30 - 18:00 | LONG BREAK |
| 18:00 - 19:30 | PROFESSIONAL PANEL AND KEYNOTE ADDRESS |

## Friday 13th December, 2024

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|---|---|
| 10:00 - 12:30 | KEYNOTE ADDRESSES |

## Saturday 14th December, 2024

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|---|---|
| 10:00 - 12:30 | KEYNOTE ADDRESSES |
| 12:30 - 13:00 | COFFE BREAK |
| 13:00 - 14:30 | KEYNOTE ADDRESSES |
| 14:30 - 15:15 | PROFESSIONAL ROUND TABLE |
| 15:15 - 15:30 | CSAP CERTIFICATIONS |
| 15:30 - 16:00 | CLOSING CEREMONY |

## Program Timetable

# Wednesday 11th December, 2024

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|---|---|
| **09:30 - 10:15** | **OPENING CEREMONY WITH SALUTATIONS** |

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|---|---|---|
| **09:30 - 10:15** | **VIRTUAL ROOM WED-1**<br>**OPENING CEREMONY WITH SALUTATIONS**<br>***Chair: Mr. Elefherios Kakavoulis*** | Wednesday 11th Dec. |
| | Opening and Salutation by **Mr. Elefherios Kakavoulis**, Chair of the Conference Organizing Committee and Member of HSSS | |
| | Salutation by Professor **Anna Batistatou**, Rector of the University of Ioannina,<br>Greece. | |
| | Salutation by the Professor **Nikoleta Tsitsanoudi**, Dean of the School of Education, University of Ioannina, Greece. | |
| | Salutation by the President of the European Union for Systemics and President of the HSSS, **Professor Nikitas Assimakopoulos**, University of Piraeus, Greece. | |
| | Salutation by the Chair of the Conference Scientific Committee **Professor Jenny Pange**, School of Education, University of Ioannina,Greece. | |
| | Salutation by the General Secretary of the European Union for Systemics, **Professor Damien Claeys**, Université Catholique de Louvain (UCLouvain), Belgium. | |
| | Salutation by **Dr. Stergiana Giannakou**, 1nd Vice President of HSSS | |

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|---|---|
| **10:15 - 11:45** | **KEYNOTE ADDRESS** |

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|---|---|---|
| **10:15 - 11:45** | **VIRTUAL ROOM WED-1**<br>**KEYNOTE ADDRESS**<br>***Chair: Prof. Nikitas Assimakopoulos, Mr. Elefherios Kakavoulis*** | Wednesday 11th Dec. |
| **KN-01** | The Co-Laboratory systemic design approach for reducing the Situational Complexity through inclusive, co-constructive stakeholder deliberation<br>***Alexander N Christakis*** | |
| **KN-02** | Beyond prevalent theories of change: realising metamorphic transformation<br>***Louis Klein*** | |

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| **11:45 - 12:00** | **SHORT BREAK** |

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|---|---|
| **12:00 - 13:30** | **KEYNOTE ADDRESSES** |
| **12:00 - 13:30**  | **VIRTUAL ROOM WED-1** Wednesday 11th Dec.<br>**KEYNOTE ADDRESS**<br>***Chair: Prof. Nikitas Assimakopoulos, Mr. Elefherios Kakavoulis*** |
| **KN-03** | Feedback and Balance - Key Principles of the Systems Approach in Entrepreneurship<br>***Tadeja Jere Jakulin*** |
| **KN-04** | What is the difference that makes the difference from mediocre to remarkable results? Success Factor Modeling, SFM,™ - a systemic methodology in shaping the mind to successful entrepreneuring<br>***Alexandra Efthimiadou*** |
| **13:30 - 14:00** | **LUNCH BREAK** |
| **14:00 - 15:30** | **PARALLEL SESSIONS** |
| **14:00 - 15:30**  | **VIRTUAL ROOM WED-1** Wednesday 11th Dec.<br>**Extended Abstracts Presentations - Innovation in Tourism**<br>***Chair: Mr. Panagiotis Kalofonos*** |
| **EA-01** | Sustainable Tourism Observatories and their role in responsible tourism development<br>***Ioannis Katsanakis, Michael Sfakianakis*** |
| **EA-02** | Marketing Strategies for Companies Providing Alternative Forms of Tourism with a Focus on Sustainability<br>***Georgia Zouni, Elma Lika, Ioannis Katsanakis*** |
| **EA-03** | Behavioral and Psychographic Characteristics of Modern Cultural Tourists: A Comprehensive Literature Review<br>***Nikos D. Akriotis, Georgia Zouni*** |
| **EA-04** | Flexibility and agility in tourism destination ecosystems<br>***Varvara Bampa, Ioannis Katsanakis, Georgia Zouni, Evangelia Kopanaki*** |
| **14:00 - 15:30**  | **VIRTUAL ROOM WED-2** Wednesday 11th Dec.<br>**Extended Abstracts Presentations**<br>***Chair: Mr. Elefherios Kakavoulis*** |
| **EA-05** | Redefining the Viable Systems Model: A 21st Century Conceptual Expansion of the Role of Leadership in Organizational Viability<br>***Maria Evangelia Charonitaki*** |
| **EA-06** | A Systemic Business Plan for the Efficient Growth of SBIA company through Systemic Methods<br>***Evangelos Stamatiou*** |

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| **EA-07** | Combining a systems approach with innovative methodologies, ways to support Small and Medium Enterprises (SMEs)<br>***Stavros Fasoulas, Dimitra Patsi, John Alexiou*** |
| **EA-08** | The contribution of systemic business strategy approach for studying a centralized procurement authority of the public sector: Systemic multimethodology formulation and the use of dynamic modeling for the optimal decision making of an IT project management office<br>***Anastasios Vasileiou*** |

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

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| **15:45 - 17:15** | **PARALLEL SESSIONS** |

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| **15:45 - 17:15** | **VIRTUAL ROOM WED-1** Wednesday 11th Dec.<br>**Extended Abstracts Presentations - Innovation in Tourism**<br>***Chair: Mr. Panagiotis Kalofonos*** |
| **EA-09** | Survey and Findings on Hiking Tourism post- pandemic Behavior<br>***Georgia Zouni, Dimitra Margeta Lykoudi, Zografia Zoi Panagiotidou*** |
| **EA-10** | The impact of economic crisis in productivity of tourism sector in Greece<br>***Triantafyllos Pnevmatikos, Georgia Zouni, Ioannis Katsanakis, Paraskevi-Myrsini Nasiou*** |
| **EA-11** | Business Model Canvas for Agritourism Businesses<br>***Aikaterini Griva*** |
| **EA-12** | International Survey on Post- COVID Wine Tourists' Behavior<br>***Nikos Akriotis, Georgia Zouni*** |

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| **15:45 - 17:15** | **VIRTUAL ROOM WED-2** Wednesday 11th Dec.<br>**Extended Abstracts Presentations**<br>***Chair: Mr. Elefherios Kakavoulis*** |
| **EA-13** | Systemic Approaches to Identifying Dysfunctions & Restructuring Human Resource Management ('Evexia Group of Rehabilitation Companies S.A.')<br>***Vasileios Yakinthos*** |
| **EA-14** | Change of Corporate Approach<br>***Panagiotis Papadopoulos*** |
| **EA-15** | Energy Upgrade Study for the Facilities of a Corporate Building<br>***Christos Manthopoulos*** |
| **EA-16** | Managing Diversity and Modeling the Effects of Different Factors in a Small IT Service Company<br>***Eleana Dimitrios Prassopoulou*** |

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| **17:15 - 17:30** | **SHORT BREAK** |

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| **17:30 - 19:00** | **KEYNOTE ADDRESSES AND PARALLEL SESSIONS** |

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|---|---|
| **17:30 - 19:00**  | **VIRTUAL ROOM WED-1** Wednesday 11th Dec.<br>**KEYNOTE ADDRESSES**<br>***Chair: Mr. Panagiotis Kalofonos*** |
| **KN-05** | Landscape Dynamics of Solution Spaces. Artificial Intelligence and Architectural Design<br>***Damien Claeys*** |
| **KN-06** | Systemic Methodology for Developing and Maintaining a Dynamic Balanced Scorecard -SMDBSC – DM<br>***Ricardo Rodriguez-Ulloa*** |
| **17:30 - 19:00**  | **VIRTUAL ROOM WED-2** Wednesday 11th Dec.<br>**Extended Abstracts Presentations**<br>***Chair: Mr. Elefherios Kakavoulis*** |
| **EA-17** | Evaluating strategic information systems in the context of digital transformation: A comprehensive framework for organizational success<br>***Ioannis Katsanakis*** |
| **EA-18** | Cost estimation of ICT Diagnostic Procedures in Healthcare: Mental Disorders<br>***Evangelos G Papastergiou, Jenny Pange, Eugenia I Toki*** |
| **EA-19** | A Systemic Innovation Approach to Crime Resolution<br>***Sophia Georgiou*** |
| **EA-20** | Using Electre multi-criteria decision method while adopting Blockchain Technologies?<br>***Nikolaos Miltiadis Zoannos, Markella Nikolaou Zoannou*** |

## Program Timetable
# Thursday 12th December, 2024

| | |
|---|---|
| **10:00 - 11:45** | **KEYNOTE ADDRESSES** |
| **10:00 - 11:45** | **VIRTUAL ROOM THU-1** Thursday 12th Dec.<br>**KEYNOTE ADDRESSES**<br>***Chair: Mr. Panagiotis Kalofonos*** |
| **KN-07** | Contemporary emotion science and systems thinking – a paradigm shift?<br>***Rachel Lilley*** |
| **KN-08** | Three Layers of Systems Thinking<br>***Gerald Midgley, Rachel Lilley*** |
| **11:45 - 13:15** | **KEYNOTE ADDRESSES AND PARALLEL SESSIONS** |
| **11:45 - 13:15** | **VIRTUAL ROOM THU-1** Thursday 12th Dec.<br>**KEYNOTE ADDRESSES**<br>***Chair: Mr. Panagiotis Kalofonos*** |
| **KN-09** | The Innovation Ecosystem in Greece: A Systemic Approach to Innovation Management and Development<br>***Athanasios Kriemadis*** |
| **KN-10** | Studying the Power Outages Problem: System Dynamics vs Discrete Simulation<br>***Tetiana V. Bitkova, Yevgen Y. Zanimonskiy*** |
| **11:45 - 13:15** | **VIRTUAL ROOM THU-2** Thursday 12th Dec.<br>**Extended Abstracts Presentations - Technology**<br>***Chair: Mr. Elefherios Kakavoulis*** |
| **EA-21** | Harnessing AI for Digital Transformation: Using Self-Enforcing Networks to Building High-Performing Teams and Drive Organizational Success<br>***Katharina Dutzi, Christina Klüver*** |
| **EA-22** | Relationship between styles of formative assessment and the student learning experience<br>***IRIS GERTNER, Hany Ben Menachem*** |
| **13:15 - 13:30** | **SHORT BREAK** |

| | |
|---|---|
| **13:30 - 15:00** | **WORKSHOP AND PARALLEL SESSIONS** |
| **13:30 - 15:00**  | **VIRTUAL ROOM THU-1** Thursday 12th Dec.<br>**WORKSHOP**<br>***Chair: Mr. Panagiotis Kalofonos*** |
| **WS-01** | AI-driven Lifelong Training into Business – Addressing the Elephant in the Room<br>***Konstantinos Koutsantonis*** |
| **13:30 - 15:00**  | **VIRTUAL ROOM THU-2** Thursday 12th Dec.<br>**Extended Abstracts Presentations**<br>***Chair: Mr. Elefherios Kakavoulis*** |
| **EA-23** | Resilience in Tourism and Destination Branding. Case study: The city of Kalamata, in Messinia, Greece<br>***Maria Sipsa*** |
| **EA-24** | Design and implementation of a Sustainable System in Logistics Distribution Center<br>***Georgios Michail Karampatos*** |
| **EA-25** | Systemic Approaches to Strategic Planning for Optimization of the Organizational Structure of a Municipal water supply and sewerage company of a Greek island<br>***Michalis Panagiotis Bratitsis*** |
| **EA-26** | Evaluating the socioeconomic and experiential impact of the Aegean Regatta 2024 on local communities and participants<br>***Georgia Zouni, Ioannis Katsanakis, Triantafyllos Pnevmatikos, Paraskevi-Myrsini Nasiou, Manolis Koutoulakis*** |
| **15:00 - 15:30** | **LUNCH BREAK** |
| **15:30 - 17:45** | **PARALLEL SESSIONS** |
| **15:30 - 17:45**  | **VIRTUAL ROOM THU-1** Thursday 12th Dec.<br>**Extended Abstracts Presentations**<br>***Chair: Mr. Panagiotis Kalofonos*** |
| **EA-27** | Driving Innovation in Pharmaceutical Manufacturing: A Systems Approach to Good Manufacturing Practices (GMP)<br>***Stergiani Giannakou, Maria Giannakaki, Nikitas Assimakopoulos, Dimitrios Varsos*** |
| **EA-28** | Leveraging Social Constructivism for Innovative Entrepreneurship: A Systems Approach to Teaching and Learning<br>***Maria Giannakaki, Stergiani Giannakou, Nikitas Assimakopoulos*** |

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| **EA-29** | Challenging Gender Stereotypes for Social Innovation: A Systems Approach to Reducing Femicide and Gender Violence<br>***Maria Giannakaki, Stergiani Giannakou, Nikitas Assimakopoulos*** |
| **EA-30** | Aspects of Florida's and Greece's Quality Assurance Systems of Higher Education with the Use of a System Dynamics Approach<br>***Anna Papastratakou, Apostolos Vasileiadis*** |
| **EA-31** | Innovations in Culinary Education through Digital Technologies<br>***Eleni Lila Karapostoli*** |
| **EA-32** | Independent Travel Agent<br>***Ioannis Milatos, Eleni Gioti*** |
| **EA-33** | Systems Approach for Innovative Entrepreneurship<br>***Anastasios Andreas Maraslis*** |
| **15:30 - 17:45** | **VIRTUAL ROOM THU-2** Thursday 12th Dec.<br>**Extended Abstracts Presentations**<br>***Chair: Mr. Elefherios Kakavoulis*** |
| **EA-34** | Applying Deming Management Method in Education<br>***Konstantina Kottara, Athanasios Kriemadis*** |
| **EA-35** | Harnessing digital transformation to redefine tourism vocational education<br>***Ioannis Katsanakis, Varvara Bampa*** |
| **EA-36** | Change management in contemporary educational organizations: A case study of Higher Education Institutions in Greece<br>***Varvara Bampa, Ioannis Katsanakis*** |
| **EA-37** | Evaluation in the educational system. A systemic approach.<br>***Dimitra Patsi, Stavros Fasoulas, Ioannis Alexiou*** |
| **EA-38** | Utilizing AI-driven LMS to Innovative Entrepreneurship<br>***Konstantinos Koutsantonis*** |
| **EA-39** | Sustainable Hospital Waste Management: Recycling Approaches and Strategies<br>***Ioannis Drakos, Aikaterini Drakou, Vasiliki drakou, Kristallo Kedra*** |
| **EA-40** | Systemic Approach of an International Technology Company<br>***Nikolaos Riniotis*** |
| **17:30 - 18:00** | **LONG BREAK** |

| 18:00 - 19:30 | **PROFESSIONAL PANEL AND KEYNOTE ADDRESS** |
|---|---|
| **18:00 - 19:30**  | **VIRTUAL ROOM THU-1** Thursday 12th Dec.<br>**PROFESSIONAL PANEL AND KEYNOTE ADDRESS**<br>***Chair: Mr. Panagiotis Kalofonos*** |
| **PP-01** | The Lean Startup<br>***Theofanis Giotis, Panos Chatzipanos*** |
| **KN-11** | Why do we Visualize? The Wow! Effect for Innovative Entrepreneurship<br>***Andreas Maniatis*** |
| **18:00 - 19:30**  | **VIRTUAL ROOM THU-2** Thursday 12th Dec.<br>**KEYNOTE ADDRESSES**<br>***Chair: Mr. Elefherios Kakavoulis*** |
| **KN-12** | Fostering Sustainable Growth: The Role of TOC in Systematic Entrepreneurship<br>***Spyros Bonatsos*** |
| **KN-13** | A Multi-Criteria Extension to Structured Dialogic Design can further optimize action plans<br>***Yiannis Laouris*** |

## Program Timetable

# Friday 13th December, 2024

| 10:00 - 12:30 | **KEYNOTE ADDRESSES** |
|---|---|

| 10:00 - 12:30 | **VIRTUAL ROOM FRI-1** Friday 13th Dec.<br>**KEYNOTE ADDRESSES**<br>***Chair: Mr. Panagiotis Kalofonos*** |
|---|---|
| **KN-14** | Anthropocentric AI: Enhancing Human Potential through Intelligent Systems<br>***Yiannis M. Kalogerakis*** |
| **KN-15** | The SDG-1 No Poverty goal and the linkage with Supply Chain Operations through 3rd Party Logistics Companies<br>***Dimitrios Papasotiriou, Sokratis Moshouris*** |

## Program Timetable

# Saturday 14th December, 2024

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|---|---|
| **10:00 - 12:30** | **KEYNOTE ADDRESSES** |
| **10:00 - 12:30**  | **VIRTUAL ROOM SAT-1 & University of Ioan** Saturday 14th Dec.<br>**KEYNOTE ADDRESSES**<br>***Chair: Mr. Panagiotis Kalofonos*** |
| **KN-16** | The Cybernetics and Artificial Intelligence (CAI) Approach to Innovative Entrepreneurship<br>***Peter P. Groumpos*** |
| **KN-17** | The role of UNIADRION in promoting the Mediterranean Diet as a sustainability factor in the Adriatic and Ionian Region<br>***Jenny Polyxeni Pange*** |
| **KN-18** | The Management By Objectives Theory As A Paradigm For Enhancing Innovative Entrepreneurship: A Systems Approach<br>***Victoria A. Zgouva, Dimitrios S. Varsos, Nikitas A. Assimakopoulos*** |
| **12:30 - 13:00** | **COFFE BREAK** |
| **13:00 - 14:30** | **KEYNOTE ADDRESSES** |
| **13:00 - 14:30**  | **VIRTUAL ROOM SAT-1 & University of Ioan** Saturday 14th Dec.<br>**KEYNOTE ADDRESSES**<br>***Chair: Mr. Panagiotis Kalofonos*** |
| **KN-19** | Systems Approach for Coping with the Innovation Emergence<br>***Panagiotis K. Papaioannou*** |
| **KN-20** | Systems Approaches for Business Innovation<br>***Rallis Antoniadis*** |
| **14:30 - 15:15** | **PROFESSIONAL ROUND TABLE** |
| **14:30 - 15:15**  | **VIRTUAL ROOM SAT-1 & University of Ioan** Saturday 14th Dec.<br>**PROFESSIONAL ROUND TABLE**<br>***Chair: Mr. Panagiotis Kalofonos*** |
| **PRT-01** | The integration of systems thinking into Entrepreneurship<br>***Dimitrios S. Varsos*** |
| **15:15 - 15:30** | **CSAP CERTIFICATIONS** |
| **15:30 - 16:00** | **CLOSING CEREMONY** |

# Keynote Addresses

# KN-01

## The Co-Laboratory systemic design approach for reducing the Situational Complexity through inclusive, co-constructive stakeholder deliberation

**Dr. Alexander N Christakis, PhD**
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### ABSTRACT

The turbulent Heraclitus river of VUCA (Volatility, Uncertainty, Complexity, and Ambiguity) contributes to the lack of authentic and productive deliberation in a community of stakeholders. The Co-Laboratory systemic design approach, with the support of the Logosofia software platform, is capable of reducing by 95% the Situational Complexity phenomenon emerging when stakeholders assault wicked problems in both public and private sector organizations. The outcome of inclusive co-constructive Co-Laboratory deliberation is a set of effective and ephemeral priorities for social system design and action. The consensual convergence to effective priorities, as compared to the usual "erroneous priorities," is imperative for navigating the VUCA river and attaining organizational excellence.

KEYWORDS: Situational Complexity, VUCA, SDD, Structured Democratic Dialogue

**SCHEDULING:**

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|---|---|---|---|
| Wednesday 11th December, 2024 | 10:15 - 11:45 | VIRTUAL ROOM WED-1 | EN |

# KN-02

## Beyond prevalent theories of change: realising metamorphic transformation

**Dr Louis Klein**
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### ABSTRACT

Our shared understanding of the being and becoming of social ecosystems informs and forms their being and becoming. Hence, a process that grows a shared understanding from co-reflected lived experiences is as much an inquiry process as it is a transformation process. Such a process recognises and realises the evolution of the ontology, epistemology, and axiology of social ecosystems. Such a process recognises and realises humanising social ecosystems in a process of metamorphic transformation. This presentation shares the experience-based, relationship-oriented, co-created and co-facilitated, process of inquiry, learning and understanding, embedded in epistemic humility, trusting our human potential, trusting our humanity, realising the essentiality and existentiality of love, as experienced in the context of the Moroccan Tamkeen Community Foundation for Human Development and its partners and co-reflected in the mirror of a socio-systemic complexity evaluation. This presentation invites a growing understanding of metamorphic transformation beyond the prevalent discourses of social innovation and systems change, and it explores its implications for critical systems research transcending itself in the mirror of Tamkeen.

KEYWORDS: systems change, humanity, metamorphic transformation, ontoepistemology, social ecosystems, societal metamorphosis

**SCHEDULING:**

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| Wednesday 11th December, 2024 | 10:15 - 11:45 | VIRTUAL ROOM WED-1 | EN |

# KN-03

## Feedback and Balance - Key Principles of the Systems Approach in Entrepreneurship

**Prof Tadeja Jere Jakulin, PhD**
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**ABSTRACT**

The purpose: When we look at our planet, we see a diverse civilisation united in its differences. The Western part favours analysis, parts, and trees, while the Eastern world sees the forest, not just the trees, embracing synthesis and wholeness. This research aims to illuminate the profound and transformative power of the systems approach used by innovative Western entrepreneurs. The systems approach, a methodological approach in science, gained scientific importance with Bertalanffy's manifesto in the second half of the last century.

The systems methodology is the main methodology that we used in the research. General Systems Theory, Wiener's cybernetics, and Forrester's system dynamics are milestones in the history of the systems approach. The methods we use in the systems approach are system dynamics, simulation, and systems thinking. The late developed Peter Senge in 1991.

The findings are set in stark contrast. The shift from an analytical to a systems approach is a challenging leap for Western civilisation, which is accustomed to focusing on 'trees' rather than forests. It tends to divide into elements and consider the sum of the parts instead of the whole. In contrast, the Eastern civilisation, with its rich philosophies, medicine, religions, and modes of thinking, embodies a system approach, presenting a fascinating contrast to the Western perspective.
Originality/ value: A systems approach to Western entrepreneurship presents a unique perspective. The entrepreneur must consider basic systems principles when making business decisions: The system's dynamics, the 'big picture' point of view, feedback information and a balance within the environment.

The limitations of research: The linearity and time of the worldview limit the entrepreneur's vision to a narrow path of creation. It takes time to shift consciousness from a linear to a systems approach to see a forest and not just a tree.

KEYWORDS: Keywords: systems approach, innovation, consciousness, entrepreneurship, feedback information

**SCHEDULING:**

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| Wednesday 11th December, 2024 | 12:00 - 13:30 | VIRTUAL ROOM WED-1 | EN |

# KN-04

## What is the difference that makes the difference from mediocre to remarkable results? Success Factor Modeling, SFM,™ - a systemic methodology in shaping the mind to successful entrepreneuring

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### ABSTRACT

The leading entrepreneurial minds under the microscope.
There is a plethora of talk about "innate talent", "luck", "timing:, when it comes to professionals, businesses who appear to thrive, achieve their pursuits and make an impact. Until recently were no approaches to highlight if there is a unique way these entrepreneurs lead their ventures to success. Robert Dilts, one of the most respected scholars focused on studying leading entrepreneurial minds internationally, who stand out as compared to others, leave their mark with their ability to use their imagination, and to turn something into a remarkable result. The basic premise was that "success can be modelled." He started with game changers in Silicon Valley, in his quest to understand what was different in the relation between the ways they were thinking and acting. He admired and studied Nobel laureate Muhammed Yunus, who surprised with his social project that impacted people's life. He extended his studies to young entrepreneurs internationally, in various and different environments, on how they shape their mindset around projects, how they deal with complexity, uncertainty and change. The study resulted in identifying critical factors that make the difference in the way these persons think and in putting them together to synthesize the Success Factor Modelling (SFM)™ methodology. It is adopted by modern entrepreneurs, teams, organizations, professionals in projects and new roles, which gives them resourcefulness, flexibility and self-regulation in an ever-changing environment and increases the chances of accomplishing their aspirations, while creating a world in which people want to belong.

KEYWORDS: Success Factors, Mindset, Neuro-lingusitics

**SCHEDULING:**

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| Wednesday 11th December, 2024 | 12:00 - 13:30 | VIRTUAL ROOM WED-1 | EN |

# KN-05

## Landscape Dynamics of Solution Spaces. Artificial Intelligence and Architectural Design

**Prof. Damien Claeys**
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### ABSTRACT

The contribution explores the adaptability dynamics of the domains of satisfactory solutions during architectural design processes. The graphical spatializations derived from three theoretical models (L. Bruce Archer, N. John Habraken, and Ömer Akin) are revisited, while the computational approach is analyzed as a method for performance optimization and solution instantiation. This speculative contribution questions the modeling of the dynamics of solution domains and the effects of using computational tools on them. Drawing on system dynamics, an attempt at a response is proposed through modeling, built from a succession of analytical landscapes.

KEYWORDS: architectural design, problem space, analytical landscape, system dynamics, parametric design, artificial intelligence

**SCHEDULING:**

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| Wednesday 11th December, 2024 | 17:30 - 19:00 | VIRTUAL ROOM WED-1 | EN |

# KN-06

## Systemic Methodology for Developing and Maintaining a Dynamic Balanced Scorecard -SMDBSC – DM

**Prof. Ricardo Rodriguez-Ulloa, MA, MUBPM, MBA (DS&A)**
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### ABSTRACT

The paper will introduce a systemic methodology for developing and maintaining Dynamic Balanced Scorecards, with a focus on its application in a case study from Peru. The methodology, known as SMDBSC-DM (Systemic Methodology for Developing and Maintaining a Dynamic Balanced Scorecard), comprises 11 stages, which will be detailed during the presentation.

Initially developed between 1998 and 2004 by Ricardo Rodríguez-Ulloa and his team at the Instituto Andino de Sistemas in Lima, Peru, the SMDBSC-DM emerged from an action research project. The goal was to create a framework that integrates system dynamics (SD) and concepts coming from soft systems methodology (SSM) into the balanced scorecard´s approach, making them adaptable to various organizational contexts. Since then, the methodology has evolved through pilot studies and consulting projects across diverse sectors, including finance, non-profits, academia, and small businesses.

The methodology combines the Balanced Scorecard approach by Robert Kaplan and David Norton with other systemic frameworks, particularly Jay W. Forrester's System Dynamics Methodology and Peter B. Checkland's Soft Systems Methodology. Additionally, it incorporates strategic management tools from experts like Fred David and Michael Porter. The presentation will provide an overview of SMDBSC-DM, showcasing its current development stage and its practical applications

KEYWORDS: Keywords: Dynamic Balanced Scorecard, Methodology, KPIs, System Dynamics, Soft Systems Methodology, Scenario Analysis, Organizational Learning

**SCHEDULING:**

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| Wednesday 11th December, 2024 | 17:30 - 19:00 | VIRTUAL ROOM WED-1 | EN |

# KN-07

## Contemporary emotion science and systems thinking – a paradigm shift?

**Dr Rachel Lilley, PhD**
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**ABSTRACT**

The transdisciplinary field of systems thinking has paid much attention to the meaning of systems, but much less to what constitutes 'thinking' or cognition. Concepts such as 'mental models', which are commonly used to describe thinking in systems practice, are overly simplistic, and as such limited in their usefulness for advancing systems thinking.

One key element that systems thinking has not paid sufficient attention to is that humans are embodied and that it is through our affect, our internal felt state, that we know and understand the world. This is evident in contemporary understandings of neuroscience and emotion research. Systems thinkers such as Maturana, Varela and Meadows did explore and make reference to embodied emotions in their systems theory as well as understanding there are links between cognition and emotion. But they had very little science to go on, as research on emotions and cognition has been slow to develop. Therefore, they were limited in how far they could evolve their theory when they were writing.

In the last 30 years, there have been paradigm shifts in the sciences of both cognition and emotion. The fact that our thinking is top-down (predictive) (Friston et al) and that our affect (that is, our internal felt sense) is intrinsically linked to our thoughts (Feldman Barrett) offers a more nuanced view of how people are making sense, individually, in relationships, in groups and in context.
This talk will explore how contemporary theories of emotion and the predictive mind can be used to inform existing systems practice and develop new ways of working with systems methodologies and approaches that are not only better grounded in current science, but also more effective. It draws on work at the University of Birmingham, where these new ideas have been incorporated into a systems thinking practitioner Masters degree, and have been applied effectively by students working in the third and public sectors.

KEYWORDS: Systems thinking; systems practice; emotion; systems thinking education; cognition;

**SCHEDULING:**

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| Thursday 12th December, 2024 | 10:00 - 11:45 | VIRTUAL ROOM THU-1 | EN |

# KN-08

## Three Layers of Systems Thinking

**Prof Gerald Midgley**
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**Dr Rachel Lilley**
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### ABSTRACT

We are enjoying a resurgence of interest in systems thinking in government, industry and the voluntary sector. Could we be approaching a tipping point when systems thinking will becomes business as usual in our organisations and communities? We suggest that we have some challenges to overcome if we really want to reach that tipping point. Changes in our organisations – especially the increasing intensification of work and home-based employment – are making it more and more difficult to use traditional systems methodologies that are dependent on face-to-face workshops and extensive practitioner time for modelling. While there have been thirty-five years of research on methodological pluralism (mixing methods from multiple methodological sources), which gives us a more flexible approach than implementing the traditional methodologies, this presents another challenge: the sheer number of methodologies, techniques and jargon terms we can draw upon when mixing methods looks incredibly daunting to a newcomer to our field. People must believe that the benefits of learning systems thinking will outweigh the amount of work it will take to do that learning, otherwise they just won't perceive systems thinking as relevant. There is a risk that, if we don't rethink some of our most cherished assumptions, then interest in systems thinking will wane before we reach the tipping point.

To tackle this risk, we present a vision of systems thinking that addresses both these challenges. The vision is expressed in terms of three layers of systems thinking. The first layer offers a relatively simple representation of a system, using some basic concepts (boundaries, relationships, emergent properties and perspectives) and an explanation of how the systems practitioner is part of any system they seek to change. The second layer builds on it by showing how these concepts can be abstracted out of that simple representation for use in practicing some key skills for rethinking the system: e.g., shifting the boundary, mapping interconnections, looking for new emergent properties and seeing the system from different perspectives. The third layer, built on top of the last two, codifies these concepts and skills into a substantial set of specialist systems methodologies and methods to support systemic practice. This vision of systems thinking is founded on a new approach to systems philosophy that updates some long-established ideas from cybernetics and systems theory with contemporary neuroscience.

Layers one and two can be used routinely in our thinking and conversations, outside face-to-face workshops and formal modelling processes, thus addressing the organisational challenges of intensification and remote working. The second layer also provides quick-to-learn skills that demonstrate the value of systems thinking to people coming to it for the first time, thus addressing the challenge of perceived relevance. The third layer of methodologies and methods is there for those who have benefited from layers one and two and want to further enhance their practice. The philosophy is also there for those who want to deepen their understanding of what is happening when they think and converse with others. It changes people's appreciation of themselves, which is ultimately necessary if they are going to see the full implications for systems practice of being an integral part of

any system they seek to transform.

KEYWORDS: Systems thinking, methodological pluralism, three layers, organisational challenges to systems practice, relevance of systems thinking to individuals, systems philosophy

**SCHEDULING:**

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| Thursday 12th December, 2024 | 10:00 - 11:45 | VIRTUAL ROOM THU-1 | EN |

# KN-09

## The Innovation Ecosystem in Greece: A Systemic Approach to Innovation Management and Development

**Professor Athanasios Kriemadis, PhD**
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### ABSTRACT

The concept of Innovation Ecosystems (IE) gets today the most attention from academics. IE exist to create innovation and support processes of innovation having the following characteristics, according to systemic theory: (a) a collection of components (science and technology parks, innovations clusters, research labs, startups, universities, venture capital funds, business incubators, business accelerators, etc.), (b) inter-dependencies and interactions among the above-mentioned components, and (c) a purpose which defines what the system realizes.

The purpose of our presentation is to: (a) increase our understanding of Innovation Ecosystems (IE), (b) define the roles of the components of the IE, (c) formulate the strategies for reinforcing the IE, (d) examine the impact of innovation ecosystem on knowledge development, and entrepreneurship success, and (d) examine the IE of Greece.

The following indicative components of the IE will be analyzed and their impact on fostering knowledge development and entrepreneurship success will be assessed.

Indicative Components of the IE:

Innovations Clusters: Innovating startups, small, medium, and large enterprises, as well as research organizations, are grouped together in innovation clusters, which are intended to promote innovative activity within a specific industry and area. This is accomplished through sharing resources, collaborating on promotions, exchanging knowledgeand skills,forming networks, sharinginformation, and fostering synergies between the cluster's constituents.

Science and Technology parks: are public areas that act as startup incubators for universities' affiliated businesses. By raising the degree of economic activity and the productivity of businesses relocating there, the Parks aid in the expansion of an area's economy.

Business Incubators: help new companies in their infancy and offer them essential resources like office space and equipment, access to a professional network of executive mentors, and legal, financial, and other forms of advice.

VCs: Venture capital funds take on the risk of investing in startups that have strong growth prospects. This kind of funding is essential, especially in the beginning phases of a business. Such funding is essential to the ecosystem's development. The European Investment Fund (EIF) and the Hellenic Republic collaborated on the EquiFund project, which aims to expand Greece's venture capital industry. With an investment strategy that spans three windows—the Innovation window, the Early Stage window, and the Growth Stage window—EquiFund seeks to strengthen the venture capital market in Greece.

Business Accelerators: In order to help startups move forward to the establishment and maturation phases, accelerators provide them with intensive educational programs that support them during the early stages of growth and preparation. Although they do not offer lodging, accelerators and incubators have similar services in that they counsel and direct startups. They basically play the role of guiding and/or funding businesses in the early stages of their journey from an idea to a finished product. With the goal of turning business ideas into services and products—either as prototypes or ready for market—the incubation period is brief.

Coworking spaces are in essence, shared workspaces. They provide reasonably priced office space. A variety of office-like facilities, including hot desks, private meeting rooms, kitchens, coffee, etc.
Federations: Greek entrepreneurship heavily relies on business federations and associations. In addition to a strong voice in politics and effective lobbying, they provide their members with a wide range of essential business services, such as guidance, financial support, and expertise. A Federation's or Association's goal is to assist its members in realizing their goals.

KEYWORDS: Innovation Ecosystem, science parks, startups, entrepreneurship

**SCHEDULING:**

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| Thursday 12th December, 2024 | 11:45 - 13:15 | VIRTUAL ROOM THU-1 | EN |

# KN-10

## Studying the Power Outages Problem: System Dynamics vs Discrete Simulation

**Dr Tetiana V. Bitkova, PhD**
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**Mr Yevgen Y. Zanimonskiy, MSc**
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Yael Acceptic IT company (Ukraine); V.N. Karazin Kharkiv National University
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### ABSTRACT

Power outages and blackouts can create serious problems for business, economy and human health. In Ukraine the problem of energy outages and blackouts became extremely relevant in late 2022 – early 2023 due to targeted attacks by Russian missiles on Ukrainian energy infrastructure facilities.
The purpose of the case study is to analyze Yael Acceptic (https://acceptic.com/) IT company's activities and develop a flexible analysis and decision support tool, which could help ensuring uninterrupted work of the personnel in conditions of sudden power outages.

The key methodological approaches are two different simulation concepts, which may be used for decision support – these are System Dynamics (SD) and discrete simulation (DS). Although the vast majority of researchers prefer to use SD concept to analyze and fix various energy problems (including different cases of power outages and blackouts), it seems expedient and interesting to compare the advantages of two different simulation concepts applied to the same problem statement.
SD modelling is a well-known continuous simulation methodology, proposed by Jay Forrester (Massachusetts Institute of Technology, USA) in mid-60-ies. Discrete simulation (DS) concept, in its turn is adequate for technological processes and queuing systems simulation. We've used Vensim PLE software to develop SD model and Arena – for DS model.

The company must ensure that all employees will be able to work without interruptions in emergency situations. The proposed models make it possible to estimate the expected loss of the working time and justify the need to attract additional energy resources to minimize these losses. This allows to create a forceful power supply scheme that ensures uninterrupted operation.

Testing and experiments with both models confirm their general validity. Although the baseline results of both models almost perfectly match each other, there's a significant difference in the effectiveness of both concepts in relation to the case study in question.

KEYWORDS: power outages, IT personnel, System Dynamics, discrete simulation, modelling.

**SCHEDULING:**

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| Thursday 12th December, 2024 | 11:45 - 13:15 | VIRTUAL ROOM THU-1 | EN |

# KN-11

## Why do we Visualize? The Wow! Effect for Innovative Entrepreneurship

**Professor Andreas Maniatis, PhD**
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### ABSTRACT

We, Homo Sapiens, are by gene coding a visual biological species. Vision is by far our most important sense and has thus helped us dominate the planet.
But what does the phrase "Data Visualization" sound like to the uninitiated? "Data" conjures up images of computers and statistical analysis, whereas Visualization is more accessible but vague enough so as to be unclear. One may wonder: Is Data Visualization new, overflowing with cutting-edge tools and technology, or is it as old as human communication itself? Well, Data Visualization may be rooted in ancient times and have a rich history over the last couple of centuries. Still, the field is transforming in the technological age, and transforming the world along with it. Big Data Analytics and Artificial Intelligence, Machine Learning, and Deep Learning, have become the major scientific and technological catalysts that have successfully set in motion a whole world of new, relative applications.

So, we Visualize, because:
•Visualization is the most secure path towards achieving genuine Business and Organizational Intelligence, both in terms of entrepreneurship, as well as technology,
•Storytelling, Narration, and Comprehension are greatly augmented when Visuals are included and are wisely and carefully used, and finally,
•Data Visualization has been a tremendously successful tool supporting Exploratory Data Analysis (EDA) at all levels, thus promoting the analysis and understanding of data in every single domain and area of application.

But even though the three pillars mentioned above form a more or less expected and straightforward path towards understanding and interpreting data, using them in various everyday applications (ranging from simple sales reports to autonomous car driving to promoting secure decision-making) is anything but trivial. We will herein work with history, reference examples, and case studies that will help us adopt a recommended Systemic Data Visualization process, specifically adapted to address a Systemic Approach for Innovative Entrepreneurship.

KEYWORDS: Data Visualization, Innovative Entrepreneurship, Systemic Process

**SCHEDULING:**

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| Thursday 12th December, 2024 | 18:00 - 19:30 | VIRTUAL ROOM THU-1 | GR |

# KN-12

## Fostering Sustainable Growth: The Role of TOC in Systematic Entrepreneurship

**Dr Spyros Bonatsos, PhD**
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### ABSTRACT

Peter Drucker defines entrepreneurship as a practice focused on exploiting change as an opportunity. He emphasizes that entrepreneurship is not confined to starting new businesses but involves systematically seeking out and capitalizing on change across any organization or social sector throughout its life cycle.

This keynote explores how a systems approach can serve as a foundational framework for fostering innovative entrepreneurship in today's complex and dynamic environment. Traditional entrepreneurial strategies often focus on isolated elements, but a systems approach emphasizes the interconnected nature of all components within an organization and its surrounding ecosystem. By understanding these interdependencies, entrepreneurs can make more informed decisions that drive sustainable innovation and growth.

Central to this approach is the Theory of Constraints (TOC), which focuses on identifying and addressing bottlenecks that limit performance. Rather than seeing constraints as obstacles, TOC positions them as focal points for innovation. Entrepreneurs who apply TOC can leverage constraints to prioritize high-impact areas, optimize resource allocation, and unlock significant value. This process-driven perspective shifts the entrepreneurial mindset from reactive to proactive, enabling leaders to anticipate challenges and capitalize on opportunities with greater agility.
Throughout this keynote, practical principles and examples will illustrate how a systems approach, reinforced by TOC, can transform constraints into catalysts for growth. Attendees will learn how to structure their ventures to be both resilient and adaptive, embracing challenges as drivers of continuous improvement. This integrated approach not only fosters innovation but also equips entrepreneurs to navigate uncertainty with confidence, ultimately positioning them to lead effectively in a fast-changing world.

This session will demonstrate that innovative entrepreneurship is an ongoing process of system optimization and enhancement. By adopting a holistic perspective, entrepreneurs can build ventures that are not only innovative but also sustainable, prepared to adapt and thrive in any environment.

KEYWORDS: System, Growth, Theory of Constraints (TOC), Continuous Improvement, Innovative Entrepreneurship,

**SCHEDULING:**

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| Thursday 12th December, 2024 | 18:00 - 19:30 | VIRTUAL ROOM THU-2 | GR |

# KN-13

## A Multi-Criteria Extension to Structured Dialogic Design can further optimize action plans

**Dr. Yiannis Laouris, Ph.D.**
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### ABSTRACT

Multi-criteria evaluation linked with the Structured Democratic Dialogue (SDD) process is an additional step in SDD, which aims to integrate diverse stakeholder perspectives and enhance the effectiveness of subsequent action. The current SDD process concludes with the generation of an Influence Map. In this tree structure, the root causes (when studying obstacles) or the most influential factors (when exploring actions) are positioned at the roots of the tree. Participants are subsequently tasked with evaluating the factors that received two or more votes, and therefore, made it to the influence tree, for feasibility, impact, and likelihood of occurrence without intervention. When this new technique was applied in numerous dialogues, it was discovered that factors that have a high influence, according to their positioning in the map, could be deprioritized (e.g., because their likelihood of happening without intervention was considered high), or others with a lower influence could be prioritized (e.g., because for example their impact was considered high and their feasibility also high). The authors concluded that multi-criteria evaluations conducted after the SDD process enable stakeholders to optimize their action plans further.

KEYWORDS: Multi-criteria evaluation, Structured Democratic Dialogue (SDD)

**SCHEDULING:**

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| Thursday 12th December, 2024 | 18:00 - 19:30 | VIRTUAL ROOM THU-2 | GR |

# KN-14

## Anthropocentric AI: Enhancing Human Potential through Intelligent Systems

**Dr Yiannis M. Kalogerakis, PhD**
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### ABSTRACT

In an era of rapid technological advancement, Artificial Intelligence (AI) has emerged as a transformative force across industries. However, to truly harness AI's potential for innovative entrepreneurship, we must prioritize an anthropocentric approach that places human needs, values, and well-being at the center of AI development and implementation. In this keynote address, we will explore how AI can be designed and applied not merely as a tool for automation but as a collaborative partner that enhances human potential, creativity, and decision-making.

This talk will introduce the "Anthropocentric AI" concept and its role in fostering innovation, ethical responsibility, and sustainable growth in modern enterprises. We will examine how AI can empower entrepreneurs by enhancing their problem-solving capabilities, expanding market insights, and optimizing decision-making processes. At the same time, the human touch remains irreplaceable in areas such as ethical judgment, emotional intelligence, and interpersonal communication—skills AI can complement but not replace. Yet.

Through a systemic approach, this presentation will offer strategies for aligning AI-driven technologies with human-centric business practices. It will provide practical insights into how businesses can leverage AI to drive value while ensuring that the technology supports rather than displaces human talent. Special attention will be given to ethical considerations, emphasizing transparency, fairness, and accountability in AI applications to foster trust among users and stakeholders.

This keynote will engage participants in rethinking the future of AI, not as a standalone solution, but as a dynamic partnership between humans and machines that can revolutionize entrepreneurship and innovation in a responsible and inclusive way.

KEYWORDS: Anthropocentric AI, Innovation, Ethics, Entrepreneurship, Human Potential, AI

**SCHEDULING:**

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| Friday 13th December, 2024 | 10:00 - 12:30 | VIRTUAL ROOM FRI-1 | GR |

# KN-15

## The SDG-1 No Poverty goal and the linkage with Supply Chain Operations through 3rd Party Logistics Companies

**Mr Dimitrios Papasotiriou, PhDc**
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**Prof. Sokratis Moshouris, PhD**
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Department of Industrial Management & Technology

### ABSTRACT

Traditional linear approaches to researching issues/hypotheses or solving problems often involve breaking down and segmenting complex issues or problems into a series of smaller, manageable parts in order to study and address them independently. While this approach may be useful for a few simple issues or problems, it becomes complex and sophisticated when dealing with complex, dynamically evolving issues where solutions in one area may lead to unintended consequences in another. Consequently, causal relationships and connections are not captured and connected as they should be.

Focusing deeper on the issue we are researching, such as for example the SDG-1 No Poverty "goal", in a linear approach to poverty and its relation to the functioning of the Supply Chain and the involvement of 3rd Party Logistics companies, a country's efforts can focus exclusively not only on providing financial assistance (e.g. forms of subsidy policies and other benefits) to poor people as a 'quick fix' solution (although this may reduce immediate difficulties, it does so transiently, it does not focus on addressing the hidden factors that cause poverty) but on engaging and integrating poor people into a country's economic activity through the operation of the Supply Chain and related service companies.

In contrast, systemic thinking embraces and considers the 'big picture', treating the whole system as a single entity. It recognizes that changes in one part of the system can have a cascading effect on other parts as well as on the overall behavior of the system. This perspective leads to a deeper understanding of the root causes of problems and helps avoid "quick fix" solutions that may exacerbate the underlying issues as they do not focus on causal relationships and connections. In this way a systemic thinking approach would look at a multitude of different interrelated factors that each contribute to varying degrees and specifically in our case to poverty alleviation through the functional development of Supply Chains and related 3rd Party Logistics service providers and would seek a number of integrated solutions including e.g. poverty reduction, education, equal employment opportunities, health care provision, social safety net. The many supply chains and the role of 3rd Party Logistics companies in them, clearly leads to their efficiency as well as a number of other development factors that reduce poverty. In this paper we attempt to provide a dimension of the primary design of a simulation model linking the achievement of the SDG-1 No Poverty goal to the operation of the Supply Chain through 3rd Party Logistics operations.

In this paper we attempt to provide a dimension of the primary design of a simulation model linking the achievement of the SDG-1 No Poverty goal to the operation of the Supply

Chain through 3rd Party Logistics operations.

KEYWORDS: SDG-1 No poverty, 3rd Party Logistics, Supply Chain, development,

**SCHEDULING:**

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| Friday 13th December, 2024 | 10:00 - 12:30 | VIRTUAL ROOM FRI-1 | GR |

# KN-16

## The Cybernetics and Artificial Intelligence (CAI) Approach to Innovative Entrepreneurship

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### ABSTRACT

Innovative entrepreneurship is the practice of establishing creating new business ideas intending to generate profit, assist their community and accomplish company goals. Innovation helps an individual entrepreneur or a group of entrepreneurs to improve or replace a particular product, process or service. Innovative entrepreneurship has been a subject of significant discursive research the last two decades. However, much of this research is quite disparate and tends to analyze narrow aspects and only some of the characteristics of entrepreneurial firms. The systemic and artificial intelligence approaches have not been considered seriously in these studies.

This Plenary paper conducts a broad literature review to derive the overall results as of today, in the studies of the entrepreneurial research. These areas include the psychological characteristics of innovative entrepreneurs, the organizational characteristics of innovative entrepreneurial firms, and the characteristics of a business environment conducive to innovative entrepreneurship. The paper will especially seek for the involvement of Systemic, Artificial Intelligence and Cybernetic approaches to the so important field of innovative entrepreneurship. All three different approaches are used extensively but separately in most scientific fields having very interesting results. The problem is that no combination of any of the three are used to address and solve challenging problems of the society.

A new approach combining Cybernetics and Artificial Intelligence (AI) under the generic systemic theory is proposed in this paper. This is referred to as the Cybernetics Artificial Intelligence (CAI) approach and will be used to model Innovative entrepreneurship systems. Innovative entrepreneurs incorporate various strategies to overcome the challenges in their businesses. It may require entrepreneurs to have a clear strategy and a vision to introduce something innovative to the company. Developing new ideas may require challenging yourself continuously and exploring new paths or methods. This type of entrepreneurship can help professionals focus on collecting ideas from a variety of places and find enough data to build the perfect strategy to implement these ideas. Entrepreneurs can introduce innovation to the business through product development, process improvement, service and business model improvement. All these will be studied and analyzed with the new proposed approach of Cybernetics Artificial Intelligence (CAI). This research enables policymakers and practitioners to determine the best ways to facilitate and cultivate entrepreneurial business environments. Future research should examine the influence of various and different factors on entrepreneurship and innovation using the new proposed CAI approach.

KEYWORDS: Cybernetics, Artificial Intelligence, Systems Approach, Innovative Entrepreneurship

**SCHEDULING:**

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|---|---|---|---|
| Saturday 14th December, 2024 | 10:00 - 12:30 | VIRTUAL ROOM SAT-1 & University | GR |

# KN-17

## The role of UNIADRION in promoting the Mediterranean Diet as a sustainability factor in the Adriatic and Ionian Region

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### ABSTRACT

Collaboration among countries in the Ionian-Adriatic region plays a vital role in advancing sustainability and fostering entrepreneurship. In this context, UniAdrion acts as a key facilitator by strengthening partnerships between universities and research centers across the region. Through these collaborations, UniAdrion promotes international cooperation to advance culture, science, education, and research. The Association focuses on initiatives such as training programs, postgraduate courses, summer schools, and joint research projects that encourage academic and scientific exchange. These efforts align with the EU Strategy for the Adriatic-Ionian Region (EUSAIR), which emphasizes important areas such as blue growth, regional connectivity, environmental quality, sustainable tourism, research and innovation, SME development, and capacity building.
An important aspect of regional cooperation in the Ionian-Adriatic area is the preservation and promotion of the Mediterranean Diet, a lifestyle that was recognized by UNESCO in 2010 as an Intangible Cultural Heritage. This diet is celebrated not only for its traditional foods but also for its broader significance as a sustainable lifestyle that promotes health, environmental sustainability, and cultural preservation. The Mediterranean Diet is deeply embedded in the social and cultural fabric of the Adriatic-Ionian region, becoming an emblem of longevity, well-being, and sustainable living. However, safeguarding this heritage in the face of globalization requires the active involvement of younger generations, local communities, and market stakeholders. It is essential to maintain traditional food production and consumption practices to ensure the preservation of this cultural legacy for future generations.

The 9th EUSAIR Forum, held in Šibenik in 2024, marked a significant milestone in this effort. During the forum, the Forum of the Adriatic and Ionian Chambers of Commerce, in collaboration with the Forum of Adriatic and Ionian Cities and UniAdrion, introduced the Split Declaration on the Preservation and Promotion of the Mediterranean Diet. This declaration serves as a framework for promoting the Mediterranean Diet as a core element of the region's cultural identity and as a foundation for sustainable economic development.

The Mediterranean Diet presents a unique opportunity to leverage sustainable tourism in the Adriatic-Ionian region, particularly through gastronomy tourism. Tourists are increasingly seeking authentic cultural experiences rooted in local food traditions, and the Mediterranean Diet offers a compelling narrative that links food with health, sustainability, and cultural heritage. Gastronomy tourism can attract visitors while promoting local products, creating new economic opportunities for rural areas. Rural tourism, which focuses on local food, supports small farmers and food producers, generates income, and creates jobs, thus strengthening local economies and fostering entrepreneurship.
Furthermore, the Mediterranean Diet's strong association with health and longevity has led to the emergence of new entrepreneurial ventures in the wellness and lifestyle sectors. Entrepreneurs are capitalizing on the health benefits of the Mediterranean Diet by creating innovative products and services tailored to health-conscious consumers. Startups in the

food, beverage, and wellness industries are leveraging the diet's global appeal to attract customers and promote sustainable eating habits. These businesses also use digital platforms and educational content to raise awareness about the benefits of the Mediterranean Diet and encourage more sustainable lifestyles.

In conclusion, the Split Declaration represents a significant step in preserving the Mediterranean Diet while promoting innovation and entrepreneurship in the Adriatic-Ionian region. The Mediterranean Diet's role as a driver of sustainable tourism, rural development, and health-focused entrepreneurship underscores its importance in promoting well-being, sustainability, and cultural preservation across the region. Mediterranean Diet can continue to catalyze innovation and resilient local economies through collaborative efforts and strategic initiatives.

KEYWORDS: entrepreneurship, Mediterranean, UniAdrion

**SCHEDULING:**

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| Saturday 14th December, 2024 | 10:00 - 12:30 | VIRTUAL ROOM SAT-1 & University | GR |

# KN-18

## The Management By Objectives Theory As A Paradigm For Enhancing Innovative Entrepreneurship: A Systems Approach

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### ABSTRACT

In today's dynamic business environment, Innovative Entrepreneurship and the necessity for Transformational Change are two forces, that are no longer optional, as they are reshaping rapidly and radically the business landscape. Process transformation enhancing operational efficiency, business model transformation reshaping value generation, domain transformation adapting to industry changes and cultural/organizational transformation aligning culture and structure with digital advances to drive innovation and technology adoption, create an environment that requires leaders and employees to think outside the box, take risks, and innovate.

A number of results-oriented management theories have been developed in the international literature with the aim of promoting organisational change and enhancing the effectiveness of organisational processes and outcomes. One such theory is that of Peter Drucker's "Management by Objectives (MBO)", which is primarily concerned with the prioritisation of the development and well-being of leadership and staff. The MBO approach is characterised by the formulation of explicit and ambitious innovation objectives, the alignment of these objectives with the overarching organisational strategy, the promotion of employee engagement through participation and ownership, the nurturing of a culture of sustained learning, the monitoring and assessment of innovation outcomes, and the fostering of a risk-taking and experimental approach to innovation processes. The application of this people-centred management theory enables business owners and leaders to establish a sustainable and productive work environment that facilitates long-term growth and the achievement of organisational goals.

Innovative entrepreneurship enables organisations to operate in an ever-evolving business context, define external and internal issues related to their purpose and strategic direction, and continuously align governance and management models in a way that reflects the diversity of that context. In order to maintain their sustainability, modern organisations, which can be conceptualised as 'open systems', must engage in a process of continual review and optimisation of their operational procedures in order to respond effectively to

the ever-evolving demands of the market.

This work seeks to demonstrate the value of adopting a comprehensive innovative business strategy to enhance the overall performance of the organisation. Additionally, it seeks to illustrate the manner in which an organization operating as an open system within a complex environment, can employ a management paradigm such as the "Management by Objectives" theory, which embraces a systems approach, thereby proactively addressing the complexity, and uncertainty in this dynamic complex environment.

KEYWORDS: Key words: Innovative Entrepreneurship, Transformational Change, Management By Objectives Theory, Systems Approach

**SCHEDULING:**

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| Saturday 14th December, 2024 | 10:00 - 12:30 | VIRTUAL ROOM SAT-1 & University | GR |

# KN-19

## Systems Approach for Coping with the Innovation Emergence

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### ABSTRACT

Innovation can be defined as the development of new products, processes, services, or solutions by employing new or existing knowledge or technologies which introduce a level of novelty and become widely accepted by the people to whom they are addressed. Innovation is a complex phenomenon that drives technological advancement and market evolution.

It's important to understand that innovation is not solely driven by technology. The perception of people's needs, opportunities, and the market at large also plays a significant role in creating innovative products. The "Henderson-Clark Innovation Model" is a powerful tool that effectively captures and maps the relationship between market and technology in product innovation, enlightening us about the multifaceted nature of innovation.

The systems approach sees the world as systems. It considers a situation not as an isolated monolithic entity but as a system or a whole of sub-situations, and this system is part of a broader system of situations. Systems Theory in Management appeared as early as the 1950s and has since been one of the foundations on which the management of modern organizations is based.

A systems approach to innovation underscores the interconnectedness and interdependencies within the innovation ecosystem. This perspective is crucial for understanding the emergence and complexity inherent in innovation processes. Emergence refers to the phenomenon where complex systems and patterns arise out of relatively simple interactions. In the context of innovation, emergence can be seen in how new technologies and market trends evolve from the interactions of various stakeholders, including researchers, developers, consumers, and policymakers.

Systems thinking contributes significantly to innovation by providing a holistic framework for analyzing and managing the complexities of innovation processes. It encourages looking beyond linear cause-and-effect relationships and considering the broader system of interactions and feedback loops. This approach helps to identify leverage points where interventions can lead to significant improvements in innovation outcomes.

The "Innovation Butterfly" concept is a metaphor that captures the non-linear and often unpredictable nature of innovation. Similar to the butterfly effect in chaos theory, small changes or inputs in the innovation process can lead to disproportionately large impacts on outcomes. This concept highlights the importance of flexibility and adaptability in managing innovation, as well as the need for continuous monitoring and adjustment of strategies.

Innovation can be viewed as a complex system characterized by numerous interacting components and adaptive behaviours. This complexity requires a systems approach to effectively navigate and manage the innovation landscape. By recognizing the interdependencies and emergent properties of innovation systems, organizations can better cope with the uncertainties and challenges associated with innovation.

In conclusion, a systems approach to innovation provides a comprehensive framework for coping with the innovation process's emergence and complexity. It emphasizes the importance of considering the broader ecosystem of interactions and feedback loops and highlights the value of flexibility and adaptability in the face of uncertainty. By leveraging systems thinking and concepts, organizations can enhance their capacity to innovate and respond to the dynamic demands of technology and markets.

KEYWORDS: Innovation, Emergence, Systems Approach

**SCHEDULING:**

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| Saturday 14th December, 2024 | 13:00 - 14:30 | VIRTUAL ROOM SAT-1 & University | GR |

# KN-20

## Systems Approaches for Business Innovation

**Mr. Rallis Antoniadis, MSc, CSAP, PhD C.**
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### ABSTRACT

The environment in which most companies or organizations operate today is characterized by the accelerating change, the globalization of markets, the emergence of new technologies and competitors, new regulatory requirements and increasingly demanding users and citizens. Within such an environment, The ability to transform innovation into a core organizational capability is increasingly becoming the most important differentiator and dominant success factor for companies and organizations, which, in order to maintain their sustainability, seek to continuously create and realize value by introducing new or changed products, services, processes, models, methods, etc.
In their efforts to address opportunities and challenges, companies and organizations use many different innovation approaches, which very often do not lead to the desired innovation performance and are therefore interrupted or simply faded.

A systems approach recognizes that the different activities and support required for an organization to innovate are interrelated and interacting and can be managed more effectively as a system. This holistic view recognizes the systemic nature of an organization's innovation capabilities and has the potential to better guide the organization to assess and evaluate the system's innovation performance and make adjustments with a focus on the most critical innovation capacity gaps.
Systems Thinking provides effective methods, practical tools, and documented patterns for understanding and managing complex environments and settings.

The Business Model describes the rationale for how a business or organization creates, delivers and captures value.

A few systemic methods and tools concerning the systemic approach of Business Model and their impact to Business Innovation are presented.

The BMC is a useful tool for innovation because it allows the exploration of different possibilities and assumptions about the business model, and their testing with customers and stakeholders. It can also be used as a dynamic and flexible tool, and not necessarily just as a static and rigid document.
The goal of the Innovator's Canvas is not just to provide a canvas template, but to provide a systemic process by which business models can be documented, tested, and created iteratively until quick/cheap failure or certain success has been achieved.
The Business Model Innovation (BMI) Canvas can be used for finding problems, analysing problems and solving problems.

The Innovation Canvas is an interactive tool for developing product designs and business models.
Dynamic capabilities of a company, refer to a company's limited ability to shape, reshape, configure, and rearrange all of its assets in response to changes in the environment, such as technology and markets.

Finally, two system dynamics (SD) models developed using AnyLogic software, both of which can be used as best decision tools, are presented.
The first SD model develops BMI to show how the Open Innovation (OI) variables contribute significantly to the engine of growth for digital companies.
The second SD model demonstrates the dynamic capabilities of BMC.

KEYWORDS: Systems, Business, Innovation, Canvas, Dynamic, Model

**SCHEDULING:**

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|---|---|---|---|
| Saturday 14th December, 2024 | 13:00 - 14:30 | VIRTUAL ROOM SAT-1 & University | GR |

# Workshops

# WS-01

## AI-driven Lifelong Training into Business – Addressing the Elephant in the Room

**Mr. Konstantinos Koutsantonis**
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### ABSTRACT

In today's fast-paced, tech-driven business environment, it is widely acknowledged that lifelong learning is not a luxury, but a necessity for organizations aiming to keep up with the relentless evolution of technology and market trends. This truth is consistently highlighted across research and academic literature. However, despite this consensus, the incorporation of lifelong training into the everyday fabric of business operations remains elusive. The gap between theory and practice presents a major challenge that needs to be addressed: Why do so few organizations fully embrace lifelong learning despite its known benefits, and what steps must be taken to overcome the barriers?
This workshop, titled "AI-driven Lifelong Training into Business – Addressing the Elephant in the Room," seeks to tackle this issue head-on. The "elephant in the room" is the clear understanding of the importance of lifelong learning, yet the apparent inaction or lack of significant integration of training systems into everyday work processes. This event will examine the root causes of this disconnect and explore how emerging technologies, particularly artificial intelligence (AI) and machine learning (ML), can serve as transformative tools to bridge this gap.

The primary objective of the workshop is to generate meaningful dialogue among business leaders, educators, and researchers on how to translate the theory of lifelong learning into actionable strategies that align with the demands of the modern workforce. We will critically assess the current obstacles—such as the lack of structured training programs, resistance to change from business cultures, and the struggle to keep up with technological advancements—that hinder the successful adoption of ongoing professional development initiatives.

AI and ML present unprecedented opportunities to revolutionize lifelong training models. The workshop will delve into how AI-powered personalized learning systems can cater to individual employees' needs, offering customized learning paths that fit within their daily workflows. Through automation and intelligent data analysis, AI can provide real-time insights into skill gaps, suggest relevant training modules, and facilitate continuous professional growth without overwhelming workers. Furthermore, machine learning can enhance the feedback mechanisms within training systems, improving adaptability and creating a more intuitive learning experience.
Attendees of the workshop will explore tools and platforms that leverage AI to monitor training progress, predict future learning needs, and maintain a flexible, scalable approach to continuous education. The discussions will aim to highlight both the technological advancements and the human factors required to create a sustainable learning culture.

By the end of the workshop, participants will gain:

•An understanding of the barriers preventing the assimilation of lifelong training into everyday work life.

•Insight into the role of AI and machine learning in overcoming these barriers and driving a culture of continuous education.
•Practical strategies for implementing AI-driven training solutions within their organizations.
•A roadmap for fostering a learning culture that not only responds to current demands but anticipates future skill requirements.

In conclusion, this workshop will act as a catalyst for rethinking lifelong training in business, pushing the boundaries of how organizations can leverage AI to ensure that employees remain adaptable and competitive in an ever-changing landscape.

KEYWORDS: lifelong training, Artificial Intelligence, Machine Learning, digital transformation, business strategy, knowledge management

**SCHEDULING:**

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|---|---|---|---|
| Thursday 12th December, 2024 | 13:30 - 15:00 | VIRTUAL ROOM THU-1 | GR |

# Professional Panel

# PP-01

## The Lean Startup

**Mr. Theofanis Giotis, BA, MSc, PhD c., CSAP**
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### ABSTRACT

Launching a new enterprise, tech start-up, a small business, or an initiative within a large corporation, has always been a hit-or-miss proposition.

The Lean Startup is a methodology is customer focused and helps in developing new products and businesses to shorten product development cycles and quickly discover if a proposed business model is desirable, viable and achievable. This is achieved through a combination of hypothesis-driven experimentation, iterative product releases, and validated learning.

The Lean Startup book by Eric Ries describes the following key principles of Lean Startup:
•Build-Measure-Learn: This cycle involves building a minimum viable product (MVP), measuring how it performs in the market, and learning from the feedback. The goal is to iterate quickly, deliver value quickly, fail fase and adapt based on real user data.
•Minimum Viable Product (MVP): An MVP is the simplest version of a product that can be released to test a hypothesis with minimal resources. It's not about having a fully-featured product but one that can provide enough information to learn and make informed decisions.
•Validated Learning: This is about testing assumptions and learning from the outcomes. It's an empirical, data-driven approach that helps entrepreneurs understand what customers really want.
•Pivot or Persevere: Based on the feedback from the MVP, startups must decide whether to pivot (make a fundamental change to the product or business strategy) or persevere (continue with the current path).
•Innovation Accounting: This involves measuring progress, setting up milestones, and prioritizing work. It's a way to ensure that the startup is making measurable progress rather than just building features.

The benefits of the Lean Startup approach are:
•Reduces Waste: By focusing on building only what is necessary, it minimizes wasted effort and resources.
•Increases Speed: Helps startups move faster by quickly testing ideas and iterating based on feedback.
•Improves Success Rates: By continuously learning and adapting, startups are more likely to find a product-market fit.

Professional Panel Speakers

Theofanis Giotis, MSc, PhD c., CSAP, PMI(PMP, ACP, PBA, DASSM), CSM/CSP, MCT, P2P

CEO of 12PM Consulting, Leader of ScrumAlliance Greece (2014-now), President of PMI GREECE (2004-2014)& (2020-2021), Vice President of PMI GREECE (2017-2020)
Theofanis Giotis has been managing projects in the EMEA region since 1987. He is a senior project manager, international speaker, coach, instructor, consultant, author, trainer and entrepreneur. He is CEO of ITEC-CONSULTING (12PM Consulting) since 1988, past president of the PMI Greece Chapter (2004-2014) and BoD member of the PMI Greece Chapter (2017-2020). He is teaching project, programme and portfolio management at the postgraduate level at four Universities.

Dr. Panos Chatzipanos, Ph.D., M.Phil., D.WRE., Dr. Eur Ing.
President of ECONTECH SA, President of PMI Greece Chapter (2014-2020) and President of ASCE Hellenic Section, President of Green Athens
Dr. Panos Chatzipanos (B.Eng., M. Phil, Ph.D., C.Eng., D.WRE, RPP) is a resourceful and diverse revenue producer with considerable engineering knowledge, large construction experience and substantial managerial competencies that span more than 35 years in the construction industry, over 15 at the executive level. As a senior consultant at the World Bank and at the European Commission, he

KEYWORDS: LEAN STARTUP, AGILE, VALUE DELIVERY, FAIL FAST

**SCHEDULING:**

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|---|---|---|---|
| Thursday 12th December, 2024 | 18:00 - 19:30 | VIRTUAL ROOM THU-1 | GR |

# Professional Round Table

# PRT-01

## The integration of systems thinking into Entrepreneurship

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### ABSTRACT

Entrepreneurship lacks a single definition, though it is vital to the economy. Derived from the French entreprendre ("to undertake"), it is interpreted in various ways, from small business ownership to creating growth-oriented businesses. In short, entrepreneurship is the process of creating and managing new ventures, driven by innovation, strategic decisions, and the ability to predict and plan for future success. It emerges from a mix of social, economic, psychological, legal, and technological influences. This ever-changing and often uncertain activity combines resources like capital, talent, and technology to achieve business goals. It can apply to ventures of all sizes and across various sectors, both economic and non-economic.

The integration of systems thinking into entrepreneurship offers a promising pathway to align business practices with sustainable goals. By encouraging entrepreneurs to adopt a systems-based perspective, the approach aims to foster a broader understanding of their ventures' roles within social and environmental contexts, moving beyond narrow economic objectives. One critical aspect of this approach is emphasizing interconnectedness over isolation. Rather than viewing their businesses as separate entities, entrepreneurs are encouraged to consider how their actions impact a network of relationships that extends to societal and environmental levels. This paradigm shift supports resilient practices by helping entrepreneurs recognise the wider impact of their ventures. Another key element is moving from a linear to a systemic understanding of cause and effect relationships. In systems thinking, feedback loops and long-term consequences are crucial, encouraging entrepreneurs to anticipate how their decisions reverberate over time: adopting systemic product designs and mindful resource usage, for example, can mitigate the negative environmental impact often overlooked in traditional business models. Complexity is also embraced through the concept of emergence, where outcomes arise from dynamic interactions within a system. Entrepreneurs are prompted to seek leverage points that can drive positive change, recognizing that even small adjustments can yield substantial impacts. This perspective departs from a purely competitive mindset, encouraging collaboration and resource-sharing within a collective ecosystem. Viewing the business as part of a larger whole rather than focusing on isolated elements is another key component. This approach can help entrepreneurs shift their focus from immediate transactions to an entire lifecycle approach, considering not just consumer interactions but the long-term environmental and social impacts of their venture. Finally, the concept of synthesis invites entrepreneurs to combine resources innovatively, with an eye toward creating ventures that serve both organizational, as well as broader societal needs. This approach contrasts with traditional entrepreneurship, which often prioritizes shareholder value, by encouraging a mindset oriented toward shared, systemic value. These systems-based principles cultivate a sustainable mindset in entrepreneurship, pushing ventures to contribute positively to the economy and society.

The round table discussion will focus on the elements of a systems driven leadership paradigm that enables an entrepreneur to formulate forward-thinking strategies that inspire and engage a group of individuals, motivating them to commit to the vision and

work together in identifying and capitalising on opportunities for strategic value creation.

KEYWORDS: Entrepreneurship, systems thinking, leadership

**SCHEDULING:**

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|---|---|---|---|
| Saturday 14th December, 2024 | 14:30 - 15:15 | VIRTUAL ROOM SAT-1 & University | GR |

# Presentations Extended Abstracts

# EA-01

## Sustainable Tourism Observatories and their role in responsible tourism development

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### ABSTRACT

Sustainable tourism observatories (STOs) play a crucial role in promoting responsible tourism practices and ensuring the sustainability of tourism destinations. The concept of sustainable tourism has evolved significantly, highlighting the importance of balancing economic, social, and environmental factors in tourism development. Organizations like the World Tourism Organization (UNWTO) have been instrumental in supporting this evolution, particularly through networks that monitor the impacts of tourism at the destination level, fostering sustainable practices among stakeholders. The establishment of STOs is essential for addressing challenges posed by overtourism and ensuring that local communities benefit from tourism activities. Effective monitoring and management strategies can mitigate negative impacts on local environments and cultures, enhancing the resilience of tourism destinations. For instance, regions facing pressures from high tourism demand have utilized STOs to guide policy development and manage the socio-economic and environmental repercussions of tourism. This approach underscores the importance of local stakeholder participation for the success of sustainable tourism initiatives. An integral component of STOs is the use of sustainable indicators, which are crucial for effective monitoring. Projects across various regions emphasize the importance of selecting relevant indicators that reflect performance in sustainability. These indicators facilitate data-driven decision-making, enabling stakeholders to adapt their strategies in response to changing conditions and emerging challenges in tourism management. In conclusion, sustainable tourism observatories are pivotal in fostering responsible tourism practices and enhancing the sustainability of tourism destinations. By integrating stakeholder participation and sustainable indicators, STOs contribute meaningfully to the resilience and well-being of local communities. As the tourism landscape continues to evolve, the role of STOs will be increasingly vital in navigating the complexities of sustainable tourism development, ensuring that the needs of present and future generations are met while preserving the integrity of local environments and cultures.

KEYWORDS: Sustainable Tourism Observatories, Sustainability, Tourism destinations, Sustainable tourism development, Resilience

**SCHEDULING:**

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|---|---|---|---|
| Wednesday 11th December, 2024 | 14:00 - 15:30 | VIRTUAL ROOM WED-1 | GR |

# EA-02

## Marketing Strategies for Companies Providing Alternative Forms of Tourism with a Focus on Sustainability

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### ABSTRACT

This study examines the implementation of marketing strategies within companies that provide alternative forms of tourism, with a particular emphasis on sustainability. The integration of sustainable practices in tourism marketing has gained significant attention as the sector seeks to balance economic growth with environmental stewardship and social responsibility. This research investigates how marketing approaches can be structured to effectively promote sustainability, enhance consumer engagement, and reinforce the competitive advantage of tourism providers focusing on alternative experiences.

The introduction provides a theoretical framework by defining marketing and elaborating on its evolving role in modern business practices. It introduces the concept of sustainable marketing as an essential strategy for aligning a company's operations with broader environmental and societal goals. The literature review explores alternative tourism, a sector that includes eco-tourism, cultural tourism, agro-tourism, and other specialized forms. This type of tourism emphasizes unique and immersive experiences that prioritize environmental preservation and cultural authenticity. The literature review also outlines the growth of alternative tourism in Greece, a country that has leveraged its rich natural and cultural heritage to expand its tourism offerings and counterbalance the seasonality associated with mass tourism.

The last part of the literature review details specific green marketing strategies that companies can implement to support sustainable tourism practices. Green marketing is conceptualized as the promotion and development of products and services that possess environmentally friendly attributes. The research highlights practical strategies such as adopting eco-friendly packaging, forming partnerships with sustainable suppliers, and developing eco-conscious service offerings. It further examines how these practices can differentiate tourism companies in a competitive market, foster consumer loyalty, and build a reputation for environmental responsibility.
The empirical component of this study is based on a quantitative survey conducted among 160 tourism enterprises operating in Greece. The survey collected data on the adoption and application of sustainable marketing practices, focusing on aspects such as eco-friendly product development, the use of sustainable accounting methods, and partnerships with environmentally conscious stakeholders. Findings reveal that a substantial proportion of

these businesses actively incorporate sustainability into their marketing strategies, with 40.5% of respondents showing strong support for the use of green packaging and 45.2% emphasizing the development of eco-friendly products and services. The data also highlight the significance of internal and external collaborations, with a focus on training employees and engaging in partnerships that align with sustainability goals.

The study concludes that sustainable marketing is not only a strategic tool for enhancing the market positioning of alternative tourism providers but also an essential element for fostering long-term economic, social, and environmental resilience. The collective adoption of green marketing practices is shown to reduce environmental impact while satisfying the growing consumer demand for sustainable tourism. These insights contribute to the academic understanding of sustainable marketing's role in tourism, offering a foundation for further research into strategic initiatives that balance profitability with environmental and social imperatives.

KEYWORDS: Sustainable marketing, alternative tourism, green marketing strategies, eco-friendly practices, tourism sustainability, consumer engagement

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| Wednesday 11th December, 2024 | 14:00 - 15:30 | VIRTUAL ROOM WED-1 | GR |

# EA-03

## Behavioral and Psychographic Characteristics of Modern Cultural Tourists: A Comprehensive Literature Review

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### ABSTRACT

This literature review paper explores the multifaceted behavioral and psychographic characteristics of modern cultural tourists, providing a comprehensive understanding of their motivations, preferences, and engagement with destinations. Cultural tourism is defined as travel primarily motivated by the desire to experience and consume both tangible and intangible cultural assets of a destination. These assets encompass a broad range of elements, including arts, heritage, cuisine, music, and local traditions.

Behaviorally, the cultural tourist is marked by distinct patterns before, during, and after travel. Prior to visiting, they research extensively, utilizing digital tools and social media for detailed information on cultural sites, events, and accommodations. During their visit, they prioritize authentic experiences, such as local festivals, museums, and culinary tours, often interacting with the local community to deepen their cultural connection. The use of social media for sharing real-time experiences enhances their engagement and broadens the visibility of the destination. Post-travel, these tourists continue to contribute to destination promotion by sharing stories and memories with their networks, strengthening the destination's reputation through digital storytelling.

Psychographically, cultural tourists often display high educational attainment, significant disposable income, and a strong environmental consciousness. They seek meaningful interactions that go beyond superficial tourism, gravitating towards destinations that promise unique and authentic cultural immersion. The modern cultural tourist values sustainability and the protection of cultural heritage, aligning with global trends favoring responsible travel. Demographically, the average cultural tourist tends to be over 50 years old, though there is increasing participation from younger generations, such as Millennials and Gen Z, who pursue creative and experiential forms of cultural engagement.

The motivations of cultural tourists are varied, ranging from educational pursuits and personal development to the pursuit of unique cultural experiences. These motivations can be classified into categories defined by the depth of the cultural experience sought, from the "purposeful cultural tourist," who seeks in-depth cultural understanding, to the "serendipitous tourist," who may not plan for cultural experiences but ends up engaging in them. Technological advancements, particularly in social media, have amplified the influence on travel behavior, with reviews, virtual tours, and peer recommendations significantly shaping choices.

The review highlights how post-pandemic shifts have added new dimensions to travel preferences, such as heightened health and safety concerns and a preference for

destinations with sustainable practices. These evolving trends underscore the importance of digital platforms and flexible travel arrangements, such as last-minute bookings, for modern cultural tourists. Ultimately, understanding these behavioral and psychographic traits allows for better strategic planning in destination management, promoting tourism that respects and preserves cultural heritage while meeting the expectations of contemporary travelers.

KEYWORDS: Tourism behavior, cultural tourism, psychographic characteristics, travel motivations, experiences

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| Wednesday 11th December, 2024 | 14:00 - 15:30 | VIRTUAL ROOM WED-1 | GR |

# EA-04

## Flexibility and agility in tourism destination ecosystems

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### ABSTRACT

In an era of unprecedented global challenges and rapid technological advancements, the tourism industry faces increasing demands for adaptability and resilience. Flexibility and agility have emerged as critical competencies within tourism destination ecosystems, enabling stakeholders to respond swiftly to evolving conditions, ranging from sudden economic shifts to fluctuating traveler preferences. This paper explores the role of flexibility and agility as foundational elements for building resilient tourism destination ecosystems. By examining case studies, theoretical frameworks, and empirical data, it highlights how these qualities support the ability to maintain competitiveness, sustain community welfare, and ensure environmental stewardship within dynamic tourism markets. Flexibility in a tourism destination ecosystem refers to the ability of various stakeholders—including government entities, private enterprises, local communities, and support sectors—to adjust their offerings, operations, and policies in response to changing external conditions. A flexible tourism ecosystem allows for the quick realignment of resources, restructuring of services, and recalibration of marketing strategies to meet emergent trends. This quality fosters an inclusive environment where stakeholders work collaboratively, facilitating the swift sharing of information and resources. For instance, during the COVID-19 pandemic, destinations that exhibited flexibility were better equipped to pivot their services and implement health and safety measures, creating safer, more resilient tourism spaces. Agility complements flexibility by enabling rapid action and decision-making within the tourism ecosystem. Agile ecosystems benefit from streamlined communication channels, adaptive policies, and an empowered workforce that can respond effectively to immediate challenges. Agility allows for rapid innovation, particularly through digital transformation. Technology-enabled agility has empowered destinations to implement contactless solutions, personalize visitor experiences, and utilize data analytics for real-time decision-making. For example, agile ecosystems employ social media analytics and artificial intelligence to monitor visitor sentiment and identify shifts in traveler expectations, enabling them to adjust marketing strategies and resource allocation instantaneously. Agility in a tourism destination ecosystem enhances responsiveness, creating value for tourists while reinforcing sustainable practices. Moreover, the convergence of flexibility and agility fosters

resilience in a tourism destination ecosystem, amplifying its capacity to recover and thrive amidst disruptions. The interplay between these elements enhances a destination's strategic response to crises by promoting adaptive learning and fostering long-term stability. This paper argues that flexibility without agility may result in delayed responses, while agility without flexibility may lead to fragmented or misaligned actions. Together, flexibility and agility create a balanced framework that supports strategic foresight and adaptability in the face of unpredictable challenges. Furthermore, this paper underscores the importance of a supportive policy framework and collaborative governance structures to sustain flexibility and agility in a tourism destination ecosystem. Policy interventions that encourage innovation, knowledge sharing, and cross-sector partnerships play a critical role in enabling these qualities. Strategic investments in infrastructure, digital capabilities, and human capital are vital to enhancing both flexibility and agility within tourism destinations. Consequently, policymakers and tourism managers are urged to prioritize an ecosystem approach that emphasizes collaborative resilience, ensuring that all stakeholders are equipped to navigate an uncertain future.

KEYWORDS: Flexibility, Agility, Tourism destination ecosystems, Sustainable tourism development

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| Wednesday 11th December, 2024 | 14:00 - 15:30 | VIRTUAL ROOM WED-1 | GR |

# EA-05

## Redefining the Viable Systems Model: A 21st Century Conceptual Expansion of the Role of Leadership in Organizational Viability

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### ABSTRACT

Leadership is a dynamic and ever-growing domain of interest, that compels 21st-century companies to use appropriate strategies to thrive and remain viable, in today's vastly competitive business environment (Fischer and Sitkin, 2022). This paper examines the integration of leadership, as a concept, in the Viable Systems Model (VSM) by Stafford Beer (1972), and its effect on organizational sustainability and future development.

This research aims to illustrate the various aspects of systemic leadership, including situational, transformational, visionary, and authentic leadership, and its role in improving decision-making, fostering innovation, and promoting long-term sustainability, across diverse organizational contexts. Despite the abundant literature on leadership styles and the significance of the VSM, no study integrates these two elements to offer a comprehensive, yet focused perspective on the human factor, which is undeniably integral to viable 21st-century organizations. By exploring practical methods to improve human participation and engagement within organizations, such as effective recruitment processes and their impact on overall corporate success, as well as the role of Structured Democratic Dialogue (SDD) in facilitating decision-making, diversity, and participation (Christakis and Bausch, 2006; Laouris and Romm, 2021), one can thoroughly comprehend and evaluate the advantages of integrating leadership in the VSM.

The methodology employed in this paper, consists of a conceptual development and expansion of the already existing VSM framework, which will explicitly incorporate leadership in its structure. This enhanced model aims to tackle modern organizational difficulties, specifically through strengthening decision-making and promoting sustainable success, through improved recruitment and leadership alignment. The framework expansion is substantiated by an extensive literature analysis and dynamic modeling of a hypothetical, yet realistic company case, employing tools such as the Design& Control Systemic Methodology (DCSYM) and Vensim Dynamic Modelling, to simulate and illustrate the framework's implementation.

The expected outcome of this conceptual framework is to provide a contemporary approach for businesses, facilitating adaptation to evolving contexts and acquiring a sustainable competitive advantage (SCA), through the alignment of leadership, recruitment, and strategic decision-making. Future research opportunities, influenced by the findings of this work, encompass the enhancement of recruitment procedures through the application of SDD.

KEYWORDS: Viable Systems Model, Leadership, Recruitment, Systems Science, Dynamic Modelling, SDD

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| Wednesday 11th December, 2024 | 14:00 - 15:30 | VIRTUAL ROOM WED-2 | GR |

# EA-06

## A Systemic Business Plan for the Efficient Growth of SBIA company through Systemic Methods

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**ABSTRACT**

This paper presents a systemic business plan (SBP) for SBIA, aiming at the efficient growth and expansion of the company through the application of systemic methods. The innovation of the approach lies in incorporating feedback at all stages of planning and implementation, creating a dynamic mechanism where each element affects the others either positively or negatively.
Initially, the SBP is introduced by explaining the systemic design template used. The analysis of the business model is conducted using the Business Model Canvas (BMC), highlighting the interactions among key partners, activities, resources, and value propositions. The Competitor Analysis Table (CAT) provides deep market insights, emphasizing how competitors' actions can strategically impact the company.

The Systemic Marketing Plan (SMP) is designed with an emphasis on market feedback, allowing for the adaptation of strategies based on customer and competitor responses. The Minimum Viable Product (MVP) of the products is also presented, utilizing continuous feedback to improve and refine them, even though they are not easily showcased due to their nature.

The financial plan emphasizes sustainability, considering how financial decisions affect and are affected by other operational elements. The DCSYM design software is employed to visualize the complex relationships and feedback loops among various systems, leveraging the capabilities of this powerful but easy-to-use platform.

To evaluate and measure performance, the Balanced Score Card (BSC) is integrated as a comprehensive mechanism that links strategic objectives with specific performance indicators. Through the BSC, a balanced approach to monitoring progress is achieved, considering both financial and non-financial factors.

Finally, through VenSim, a selection of dynamic systems of the business are simulated, analyzing how changes in one part of the system can have multiplicative effects on others. The systemic approach with embedded feedback and evaluation via the BSC provides a flexible and adaptable framework, capable of leading SBIA to efficient growth through continuous learning and adaptation.

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| Wednesday 11th December, 2024 | 14:00 - 15:30 | VIRTUAL ROOM WED-2 | GR |

# EA-07

## Combining a systems approach with innovative methodologies, ways to support Small and Medium Enterprises (SMEs)

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### ABSTRACT

The ability of implementation-adoption of innovations in small businesses has not yet developed, it is at an early stage especially in our country, but we can see in the coming years to be completed as their promise. The main contributor to this achievement is technology, which has opened the doors to huge amounts of data, presenting opportunities to create new insights into the health and prospects of a small business. This feed enables the resolution of crucial issues faced by both entrepreneurs themselves and other third parties (suppliers, customers, banks, investors) in their industry, related to a) heterogeneity - the fact that all small businesses are different, making it difficult to approach and set an example to others, b) opacity of information, such as the fact that it is difficult to know what is really going on inside a small business.

The systems approach as a way of thinking and operating focuses on a holistic study of the business environment and society in question, recognising that businesses do not operate in isolation and especially within a multi-layered system of relationships, references and influences that apply to SMEs . This 'perspective' can help not only to understand the challenges, but also to enhance and consolidate 'innovation' in seizing opportunities.

The combination-conjunction of systemic with innovation acts as a tool for understanding the complexity of markets, creating flexible growth strategies that 'respond' to the real needs and principles in the wider society, leading an SME to resilience.

Every SME is part of a wider ecosystem therefore collaboration and outreach with 'stakeholders' , must become continuous, seamless and meaningful. Because the transfer of knowledge will reduce their operating costs and contribute to the development of products or services. The analysis and modelling of their system highlights - identifies - the risks and impacts that each decision-action will have, so that entrepreneurs can adapt their actions to them. In addition, this innovation through systems methodology upgrades organizational intelligence.

It is this capacity for continuous learning, adaptation and innovation in SMEs that we will seek to demonstrate.

KEYWORDS: Systemics, Innovative Entrepreneurship

**SCHEDULING:**

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| Wednesday 11th December, 2024 | 14:00 - 15:30 | VIRTUAL ROOM WED-2 | GR |

# EA-08

## The contribution of systemic business strategy approach for studying a centralized procurement authority of the public sector: Systemic multimethodology formulation and the use of dynamic modeling for the optimal decision making of an IT project management office

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### ABSTRACT

In cases of uncertainty and ambiguity of performance in various systems, the combination of problem structuring methods may lead to a valuable systemic multimethodology that could provide solutions while minimizing their complexity. Additionally, simplification of problem-solving processes may prove valuable since they can minimize a system's problematic state more efficiently and in shorter time periods.

Peter Drucker once said: What gets measured gets managed. The same could apply to any situation, such as setting and measuring KPI's, just like in the case of the centralized procurement authority that was examined in this certification project.

The purpose of this certification project was to examine the negative side effects of the systemic archetypes that have been identified from an initial study that was conducted on behalf of the centralized procurement authority. Then, through the development of a systemic multimethodology, improvements were proposed for the centralized procurement authority.

DCSYM made evident that an inclusion of an IT PMO, could serve as a great contributor to the performance of the authority, since the reformation of this authority would consist of more projects that have to be managed and completed to avoid a backlog of unfinished projects. Additionally, outsourcing a percentage of projects could lead to an exchange of technical skills between the staff within the organization and the outsourcers. This combination could potentially lead to more projects being completed and the reworked tasks being higher in quality after their delivery.

The initial state of the authority was visualized with the application of DCSYM methodology, and through the application of Stafford Beer's VSM (Viable Systems Methodology), the improved system was visualized. The VENSIM software was used for the simulation of the proposed improvements by converting the proposed policy to stock and flow diagrams. The purpose was to intervene on the failing systemic archetypes and mitigate the symptoms that the central procurement authority was initially projecting towards its immediate environment.

This certification project consists of four parts. The first part is a literature review of the systemic theory and systemic thinking in general, along with the tools that have been used by the systemic analysts. The second part refers to the central procurement authority, its purpose, and the problems it faced before the systemic intervention. The third part concerns the intervention strategy that was formulated in the context of the centralized procurement authority and the systemic tools that the multimethodology would include.

The fourth part is about the dynamic simulation of the improved central authority system using the VENSIM software.

Taking into consideration the approach to the centralized procurement authority's problems and the tools that were implemented for the systemic multimethodology, the element of creativity that is included in the TSI methodology. In conclusion, the element of creativity that made this approach innovative to the extent that this could also be applied to other organizations with similar occurrences and by creative companies that will utilize a similar systemic approach.

KEYWORDS: TSI, VSM Beer, Systemic Multimethodology, System Dynamics, VENSIM, Dynamic Simulation, Centralized Procurement Authority, Public Sector.

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| Wednesday 11th December, 2024 | 14:00 - 15:30 | VIRTUAL ROOM WED-2 | GR |

# EA-09

## Survey and Findings on Hiking Tourism post- pandemic Behavior

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### ABSTRACT

This paper details the methodology and findings of a comprehensive survey conducted to examine the behavior of hiking tourists, with an emphasis on changes resulting from the COVID-19 pandemic. The primary aim was to gather data on hiking tourists' behaviors, preferences, and the impacts of pandemic-related adjustments on their travel practices.

The methodology employed involved the development and dissemination of a structured questionnaire, formulated based on a thorough review of secondary sources in hiking tourism. The survey included 102 participants, of which 95 identified as active hiking tourists. The questionnaire was divided into three primary sections: hiking behavior, travel adjustments due to COVID-19, and demographic data, ensuring a comprehensive overview of respondents' profiles and preferences.
To recruit participants, a multi-channel approach was adopted, utilizing online forums, social media groups, and collaborations with hiking-focused influencers and communities. Despite efforts in outreach, responses from specific influencer-led promotions were limited, highlighting challenges in engaging niche segments via social media. The survey collected both qualitative and quantitative data, contributing to a nuanced understanding of hiking tourist behavior.

Key aspects of hiking behavior were explored, including the frequency of hiking trips, travel companions, duration of stays, and motivations for hiking. The results indicated that most respondents undertook multiple trips per year, often accompanied by friends or partners. The primary motivations for hiking included recreation, contact with nature, mental and physical health benefits, and a desire for peace and tranquility. The findings pointed to a strong preference for travel that offered an escape from routine and opportunities for authentic experiences.

The survey also assessed travel planning and accommodations, revealing that the internet and social media were the main sources of information when selecting hiking destinations. Preferences for accommodation leaned towards hotels and guesthouses, reflecting a balance between comfort and proximity to nature. Additionally, most respondents reported using personal vehicles as their primary mode of travel, emphasizing the value of flexibility in accessing remote hiking areas.
A significant section of the survey focused on the impact of COVID-19 on hiking tourism.

Respondents indicated changes in their travel behavior, with 64% emphasizing the importance of choosing destinations with reliable health systems and 58% preferring accommodations with fewer tourists. There was a noticeable trend towards selecting businesses that offered larger and open spaces (60%) and maintained strict disinfection controls (53%). These changes highlight the heightened prioritization of safety and health measures in post-pandemic travel.

Demographically, the survey encompassed a diverse group, with varying age ranges and a slight majority identifying as male. Education levels were predominantly tertiary, suggesting that hiking tourists often possess higher educational backgrounds. Equipment preferences included basic safety and navigation items such as water, maps, hats, and first aid kits, indicating practical preparation for hiking activities.

This research provides valuable insights into the evolving profile of hiking tourists, their behavioral patterns, and the sustained impact of COVID-19 on travel choices. The methodology showcased the efficacy of structured questionnaires in capturing relevant behavioral data, while also underlining the limitations of digital outreach in participant engagement. The findings offer strategic implications for tourism businesses, emphasizing the need for sustainable practices, health measures, and digital engagement to cater to the contemporary hiking tourist.

KEYWORDS: Hiking tourism, survey methodology, tourist behavior, COVID-19 impact, travel motivations, sustainable tourism

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| Wednesday 11th December, 2024 | 15:45 - 17:15 | VIRTUAL ROOM WED-1 | GR |

# EA-10

## The impact of economic crisis in productivity of tourism sector in Greece

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### ABSTRACT

Productivity refers to the relationship between the produced outputs and the used inputs (productive factors) necessary to produce those outputs. In other words, productivity expresses the efficiency in production, that is, the degree to which resources are used effectively and efficiently in order to produce products and services. Productivity changes that take place in the sectors of an economy constitute a major issue, as they reflect the degree of competitiveness of the economy and its development dynamics. These changes show the combined effect of changes in several factors, such as intermediate inputs, technological factors, capital, employment, economies of scale, etc. In cases of countries being in economic crisis, such as Greece, productivity is considered as a critical factor for facing it and returning to growth rates. Specifically, productivity growth should be a primary objective, as it can create favorable conditions for production and employment increase as well as improvement of living standards. In addition, productivity growth contributes to acceleration of economic growth by attracting and implementing public and private investments.

This paper aims at investigating the effects of the economic crisis, that Greece experienced on the productive sectors of its economy from 2008 onwards focusing on the sectors related to the tourism. Specifically, an estimation of the changes in the overall productivity of the sectors in Greek economy takes place, during the period 2005-2015.

Input-Output Analysis is used as a method that interprets the function of an economic system and investigates the productive relationships between the sectors of an economy. The estimation is based on the assumption that if an industry produces the same (more) output using less (same) inputs in a year t, than in a previous year t-1, then it can be said that this industry has become more productive between the two reference years. The estimation of productivity change in the economic sectors can take place eliminating the inflation effects on input prices and converting them to constant prices of a base year.

The results show that the economic crisis seems to have negatively affected the productive structure of the Greek economy, as the largest percentage of sectors (64,86%) appear a decrease in their overall productivity during the period 205-2015. On the other hand, sectors related to the tourism appear either no productivity change (accommodation and food services; creative, arts and entertainment services, sporting services and amusement and recreation services) or positive productivity change (retail trade services; transport services; rental and leasing services). This fact reveals the resilience of tourism sector in Greek economy.

In conclusion, Greece experienced a profound economic crisis that disrupted its socio-economic fabric in a significant way. The effects of this crisis as well as the COVID-19 pandemic have been evident until today. Both in two cases, tourism sector showed its dynamism and its leading role in in the economy structure of Greece.

KEYWORDS: productivity; economic crisis; tourism; Greece

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| Wednesday 11th December, 2024 | 15:45 - 17:15 | VIRTUAL ROOM WED-1 | GR |

# EA-11

## Business Model Canvas for Agritourism Businesses

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### ABSTRACT

This paper reviews the operational model of an agritourism hotel with a focus on how integrating the Business Model Canvas framework can drive sustainable improvements in agritourism businesses. In a rapidly evolving tourism sector, the implementation of business standards and structured models such as the Business Model Canvas presents a significant opportunity to assess key operational facets, discover areas for improvement, and develop competitive advantages. By adopting a structured approach to business modeling, agritourism ventures can more effectively harness the benefits of soft and alternative tourism, offering distinct, culturally immersive experiences that appeal to modern travelers seeking sustainability and authenticity.

Providing insights into how agritourism businesses work allowed us to prove how the Business Model Canvas can be used as leverage to promote sustainable development. Through case-based exploration, we analyze the synergy between sustainable economic practices, agricultural technology, and local community involvement in creating a business model that respects and celebrates the natural landscape, local traditions, and unique agricultural operations. These elements collectively underscore the potential for agritourism businesses to evolve sustainably, benefiting not only the business itself but also fostering a robust, resilient local economy and enriching visitor experiences.

KEYWORDS: Agritourism, Business Model Canvas, Sustainable Tourism, Tourism

**SCHEDULING:**

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| Wednesday 11th December, 2024 | 15:45 - 17:15 | VIRTUAL ROOM WED-1 | GR |

# EA-12

## International Survey on Post- COVID Wine Tourists' Behavior

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### ABSTRACT

This paper presents a detailed literature review and analysis of a comprehensive international survey conducted to examine the behavior of wine tourists. The research aimed to understand how wine tourism behavior has evolved, drawing on insights from both Greek and international participants. A total of 277 respondents participated, with 157 completing the Greek questionnaire and 120 completing the English version, ensuring a broad representation of demographics and preferences.
The methodology included the creation of two tailored questionnaires, leveraging existing secondary research in the field to construct relevant questions. The survey analyzed various aspects of wine tourism, including travel frequency, travel companions, accommodation preferences, and the duration of stay. Key insights revealed that Greek wine tourists typically embark on one wine tourism trip per year, while international tourists travel less frequently, often every three months or less.

Travel companionship emerged as an important factor, with most wine tourists preferring to travel with partners or groups of friends. Accommodation choices highlighted a preference for hotels or rooms to let, with the majority of tourists staying for an average of 1-3 nights. The selection of a destination for wine tourism was influenced by multiple factors, with participants noting the importance of a variety of attractions and the combination of gastronomy and wine tasting. Information gathering for these trips was predominantly done through digital channels such as social media and internet searches, with word of mouth also playing a significant role.

The survey further explored the types of activities wine tourists engaged in, underscoring wine tasting, unique experiential activities, and guided winery tours as top priorities. On average, respondents spent between 50-100 euros on wine purchases during their trips, highlighting a significant consumer investment in local wine products. Preferences in wine types varied, with table wine being the most popular, followed by white and red wines among Greek tourists and a preference for sparkling wines among international visitors.

The beauty of the destination and the storytelling elements experienced during winery tours were essential to shaping tourists' perceptions. The majority of respondents indicated that they would revisit a destination they had previously enjoyed, reinforcing the importance of positive experiences for repeat visitation.

In response to the COVID-19 pandemic, significant changes in wine tourism behavior were noted. Tourists expressed a preference for more open-space tours, smaller group arrangements, and an increased emphasis on sustainability. Moreover, health and safety became critical decision factors, with tourists favoring destinations that offer reliable health

systems and reduced crowds.
The survey findings provide valuable insights into the evolving preferences and behaviors of wine tourists, which can inform strategies for enhancing tourism offerings. The data underscore the growing importance of tailored, experiential, and sustainable tourism models that prioritize health and safety while delivering unique and memorable experiences. This research contributes to a deeper understanding of wine tourists' behavior and the shifting landscape of wine tourism in a post-pandemic context.

KEYWORDS: Wine tourism, tourist behavior, experiential travel, sustainability, post-pandemic tourism, destination preferences

**SCHEDULING:**

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| Wednesday 11th December, 2024 | 15:45 - 17:15 | VIRTUAL ROOM WED-1 | GR |

# EA-13

## Systemic Approaches to Identifying Dysfunctions & Restructuring Human Resource Management ('Evexia Group of Rehabilitation Companies S.A.')

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### ABSTRACT

The staff recruitment process, specifically for nurses, at the "Evexia S.A." Rehabilitation Centers Group is a critical step in ensuring the quality of healthcare services provided to patients. This process is based on Human Resource Management (HRM) theories and follows specific principles in the recruitment process that ensure the selection of suitable candidates.

Human Resource Management plays a decisive role in the organizational strategy of the Group. This strategy focuses on attracting and retaining talented healthcare professionals, who are capable of contributing to the aforementioned mission of the Group. The key principles of HRM include a fair and transparent recruitment process, employee training (On-the-Job Training& Onboarding Process), and continuous performance evaluation (Performance Management – Performance Reviews).

The recruitment process begins with an analysis of the Group's needs. This involves collaboration between managers and nursing department heads to determine the requirements for the job positions that need to be filled. Recognizing market conditions and understanding the dynamics of the healthcare sector are essential for effectively designing this process.

Next, job advertisements are published through various communication channels, such as job websites, social media platforms, and partnerships with educational institutions to promote and fill the positions. The job advertisements must be attractive and informative to attract quality candidates, clearly defining the role, requirements, work environment, responsibilities, and corresponding company benefits.

The application submission process includes collecting resumes and accompanying cover letters. The next step is the pre-selection of candidates, where the qualifications and experience of applicants are assessed, while also evaluating their suitability for the position (Screening Process). Candidates who meet the criteria proceed to interviews, which are designed to assess not only technical skills (Hard Skills) but also collaboration and communication abilities (Soft Skills) and adaptability to the center's environment (Adaptability Potential Index). The candidate's culture also plays an important role in facilitating or hindering the smooth adjustment and integration of the newcomer (nurse) into the Group.

The final selection is based on a combined evaluation, which includes references from previous employers. The recruitment of staff is accompanied by a training program (On-the-Job Training Process) and onboarding process, so that new nurses can smoothly integrate into the team and understand the values (Company Culture) and processes of the Evexia Group, while also grasping the essential role they will hold in the smooth operation

of the unit to which they belong.

The recruitment process at the "Evexia" Rehabilitation Center is based on modern HRM principles and serves as an example of best practice in the selection of nursing staff, ensuring high quality healthcare services and patient satisfaction, which is evident in various forms, from Google reviews (4.7/5 – The Evexia Rehabilitation Group holds the highest rating for healthcare providers in both the private and public health sectors throughout Greece) to patient testimonials, in which Evexia has the highest number nationwide.

KEYWORDS: Human Resources Management (HRM), Systemic Approach, Restructuring, Structured Democratic Dialogue (SDD), System Dynamics (SD), Dynamic Modelling (VENSIM)

**SCHEDULING:**

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| Wednesday 11th December, 2024 | 15:45 - 17:15 | VIRTUAL ROOM WED-2 | GR |

# EA-14

## Change of Corporate Approach

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**ABSTRACT**

The focus and study refer to the sales department (Mass sales) of Cardlink which is active in the field of electronic payments and terminal sales (pos). The structure and function of the department is analyzed by examining the communication and interaction between the other departments of the company.

The purpose of this thesis is the study, adoption and use of the DCSYM system in order to change the corporate approach and serve the market. Based on this element, an attempt is made to analyze the existing situation of the problem in the mentioned organization, to design the solution of the existing situation according to the DCSYM system and to provide the suggestions for the mentioned problems.

First, the PC of Π is described and then a graphical illustration is given using the DCSYM methodology. Considerations regarding the use of DCSYM in conjunction with the YK diagram are also listed.

The type of methodology, used to conduct and write this thesis, concerns the qualitative analysis of the adoption and use of the DCSYM system for the purpose of corporate change of approach and serving the market. According to a different approach, qualitative research is research that emphasizes and focuses on meaning rather than human behavior. The company's activity refers to the management and operation of electronic transaction networks, since it is an NSP - Network service provider company with nationwide service coverage. Cardlink is a Greek FinTech company active in the field of accepting payments and managing transactions with bank cards. The products refer to pos (point of sale) / E-commerce devices.

Next, the PB is described, which concerns the redefinition of the company's elements and the roles of the staff, as well as the structure of the communication channels. The new structure is redesigned with DCSYM, as it is configured after the application of PB. Conclusions and findings from the use of the DCSYM methodology are presented.

KEYWORDS: Commercial Driven Approach and Purchase Service

**SCHEDULING:**

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| Wednesday 11th December, 2024 | 15:45 - 17:15 | VIRTUAL ROOM WED-2 | GR |

# EA-15

## Energy Upgrade Study for the Facilities of a Corporate Building

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**ABSTRACT**

This form is the analysis of the energy upgrade project of the building facilities of a service and technology products company using systems
methodologies.

First, an analysis of the context and motivation that led to the composition of this study, as well as its objective and purpose is provided. Next, an analysis of the study scope is provided, describing the organization under study and the active problem area. In addition, a description of the interventions that will be carried out in the system, an analysis of the project stakeholders and the phases of its implementation.

The study then provides an analysis of systems science concepts, such as systems theory and systems thinking. Moreover, Structured Democratic Dialogue (SDDP) and Soft Systems Methodologies (SSM) are described as tools for solving problems and conflicts that arise during the life cycle of a project. In addition, the DCSYM methodology is described and it is applied to the system under study for the current state, as well as for the state of the system after the application of proposed improvements to it.

Later in the study, the system dynamics as well as its application to the system under study are analyzed by synthesizing causal loop diagrams and stock and flow diagrams, as well as by simulating the system and analyzing the quantitative behavior of its variables. In addition, the obstacles of the study, its achievements and the reasons why the study promotes innovation and adaptability are mentioned. Finally, the lessons learned as a result of writing the study are summarized, as well as aspects that need further research in the future.

KEYWORDS: Energy, Systems Thinking, SDDP, DCSYM, System Dynamics, Simulation

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| Wednesday 11th December, 2024 | 15:45 - 17:15 | VIRTUAL ROOM WED-2 | GR |

# EA-16

## Managing Diversity and Modeling the Effects of Different Factors in a Small IT Service Company

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### ABSTRACT

In this study, the DCSYM and VSM system analysis methods are presented. These methods are also applied to the company PCA, which is active in the field of providing IT services. This is followed by modeling using the anylogic tool in the implementation area of the company's operations. The designed model shows that task completion increases linearly at the beginning, while after 50 hours there is a significant decrease in productivity and an increase in personnel. Then the productivity drops sharply and becomes zero. At the end, conclusions are presented from the use of the above tools in the study.

KEYWORDS: DCSYM, VSM, DIVERSITY

**SCHEDULING:**

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| Wednesday 11th December, 2024 | 15:45 - 17:15 | VIRTUAL ROOM WED-2 | GR |

# EA-17

## Evaluating strategic information systems in the context of digital transformation: A comprehensive framework for organizational success

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### ABSTRACT

The evaluation of strategic information systems (SIS) within digital transformation is a multifaceted endeavor that requires a comprehensive understanding of how organizations can leverage technology to enhance operational efficiency and competitive advantage.

Digital transformation encompasses more than just adopting new technologies; it represents a profound shift in organizational culture, processes, and strategies through the integration of digital technologies into all areas of business operations. This transformation is especially critical today as businesses encounter unprecedented challenges and opportunities driven by rapid technological advancements and evolving consumer behaviors.

A strategic approach to digital transformation involves the careful planning and implementation of initiatives aligned with an organization's overarching goals. This includes developing strategic planning models that support the monitoring and evaluation of digital transformation efforts. Such models are essential for assessing the effectiveness of these initiatives in improving organizational performance and ensuring they contribute to long-term strategic objectives. Additionally, the role of human resources in enabling digital transformation is crucial. Organizations must invest in developing the digital competencies of their workforce to effectively navigate the complexities of the digital landscape. This includes not only training programs but also fostering a culture of continuous learning and adaptability to new technologies.

Emphasizing human capital development is vital, as it directly influences the success of digital transformation efforts and the organization's overall strategic direction. Evaluating digital transformation also requires a nuanced understanding of the organizational context, including existing capabilities and resources that can support transformation. Research indicates that organizations with a strong strategic orientation toward digital capabilities tend to perform better operationally. This underscores the importance of aligning digital transformation efforts with the organization's strategic vision, ensuring that technological advancements are integrated into the broader strategic framework rather than pursued in isolation.

Moreover, the dynamic nature of digital transformation necessitates a continuous reassessment of strategies and processes. Organizations must remain agile and responsive to emerging trends and technologies, which calls for a robust framework to evaluate the impact of digital initiatives on business outcomes. Integrating feedback mechanisms and performance metrics is essential for this ongoing evaluation, enabling organizations to adapt their strategies in real-time and maintain a competitive edge in the digital economy.

In conclusion, the evaluation of strategic information systems within digital transformation

is a critical process encompassing strategic alignment, human resource development, and continuous performance assessment. Organizations that successfully integrate these elements are better positioned to navigate the complexities of the digital landscape and achieve sustainable competitive advantages.

KEYWORDS: Strategic information systems, Evaluation, Competitive advantage, Strategic alignment, Digital transformation

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| Wednesday 11th December, 2024 | 17:30 - 19:00 | VIRTUAL ROOM WED-2 | GR |

# EA-18

## Cost estimation of ICT Diagnostic Procedures in Healthcare: Mental Disorders

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### ABSTRACT

Background: Innovation and entrepreneurship in the healthcare sector have gained significant importance in recent years, with Information and Communication Technologies (ICT) playing a crucial role in the evolution of diagnostic processes. An important application of ICT is the diagnosis of mental disorders, where new technologies provide innovative methods for evaluating and monitoring mental skills. ICT applications can significantly reduce diagnostic costs, enhance the accuracy of diagnoses, and expedite the early detection of mental disorders. These advancements offer substantial benefits to healthcare professional patients and their families by improving the overall efficiency and effectiveness of healthcare services.

Objective: This study's aim is to explore prospects and challenges on the cost of applying ICT in the diagnosis of mental disorders. It will focus on the financial implications and strategies that could be developed to enhance the effectiveness and accessibility of these technologies within the healthcare field.

Methods: This study utilized the narrative (traditional) literature review methodology to examine the cost reduction when using ICT in diagnosing mental disorders. PubMed and Google Scholar databases were searched using appropriate keywords related to mental healthcare, cost analysis, and ICT identifying mental disorders. The extracted data was used to identify common themes and trends in the cost analysis of ICT applications in mental health. The analysis focused on the methodologies used for cost estimation, the types of costs considered (e.g., direct, indirect, fixed, variable), and the overall economic impact of these technologies on mental healthcare systems.

Results: The findings from the included studies were synthesized to provide a comprehensive overview of the current state of knowledge on cost estimations of ICT in diagnosing mental disorders. Recent studies primarily suggest that ICT-based diagnostic tools in mental health can enhance accessibility, efficiency, and affordability of care. By enabling remote diagnostics and leveraging AI for early detection, these tools reduce costs

associated with traditional mental health assessments, especially by cutting travel needs and expediting diagnosis. Although initial setup costs for ICTs, like infrastructure and training, are significant, the long-term savings from preventive care and reduced treatment duration are promising. However, the quality and accuracy of these tools must meet clinical standards to ensure they genuinely improve outcomes, on machine learning's role in mental health diagnostics.

Conclusions: The integration of ICT in diagnosing mental disorders presents a promising avenue for innovation and entrepreneurship in healthcare. However, the implementation of these technologies is not without challenges. The cost estimation reveals that while direct costs may decrease, indirect and variable costs associated with initial setup costs, training, maintenance, and technology updates must be carefully managed in a systemic approach. By addressing the financial challenges, healthcare systems can harness the full potential of these technologies, ultimately leading to better health outcomes for patients with mental disorders.

KEYWORDS: innovation, entrepreneurship, cost estimation, mental disorders, mental health, ICT diagnostic cost

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| Wednesday 11th December, 2024 | 17:30 - 19:00 | VIRTUAL ROOM WED-2 | GR |

# EA-19

## A Systemic Innovation Approach to Crime Resolution

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### ABSTRACT

In April 2020, a Hellenic Cooperative of Systemic Consultants& Operators Company was established as a social cooperative enterprise (KOINSEP). Founded amidst the pandemic, it transformed crisis into opportunity through groundbreaking innovation.
By early 2021, it stood out among 3.000 Greek Social Economy Companies with its Systemic Model, achieving Business Continuity Returns without funding and fostering an innovative shift towards a "different" mindset and operational change, as the company describes it.
In late 2021, the United Nations invited the company to contribute to two of the 17 Sustainable Development Goals.
Committed to ESG goals #No16 and #No17, the company focused on PARTICIPATION, PARTNERSHIPS, JUSTICE, GLOBAL PEACE.
As a result, its pioneering mission became designing services to (re)shape sustainable socio-economic impact systems.

The approach is primarily Systemic and/or Cybernetic, with core action areas in:
•Complexity resolution
•Improvement of products/services and systems
•Innovation production within Teams, Businesses, Organizations, and Larger Systems
Those areas function independently and in sequence.
There are interconnected through integrated methods.
This article is based on an ongoing case in the Municipality of Markopoulos/Attica, involving the resolution of a complex family property system with various criminal and civil law issues under Greek Law&Justice. The company's approach significantly diverges from traditional processes.
Initially, it separates the systems of Law and Justice. Focusing on the legal field in cooperation with law enforcement, it structures the "order and security of the system" and subsequently advances into the realm of Justice. This systemic, logical separation of fields ultimately surprises both police and judicial systems, introducing inertia, delays, resistance, and potentially barriers to change.
To address these reactions, the company applies systemic, innovative approaches.
Under systemic thinking, interactions and relationships within and outside the studied system are viewed holistically.
The method begins with a top-down approach using the Systems ICEBERG MODEL, starting with observation, investigation and understanding. This leads to awareness of the current state and an understanding of the system's cognitive dynamics, aiming to identify leverage points for designing appropriate changes. As it dives deeper into the iceberg, it reaches mental models that enable SYSTEM CHANGE. Subsequently, bottom-up interventions are crafted to reshape structures, promoting the emergence of new, desirable behaviors in alignment with the system's new ethics and function. This systemic approach results in meaningful actions that significantly improve the situation and yield innovative outcomes.
The case is real and ongoing.
The Conference Publication Goals:

1.Solve the client's problem
2.Advance scientific knowledge and encourage collective progress.
The publication aims to introduce innovative systemic theories to relevant stakeholders (public services, police, justice system, municipalities, independent authorities, etc.), offering enhanced ideas in investigation, enforcement, management, compliance, and impact. It creates Innovative Holistic Value, demonstrating how adopting innovative approaches can resolve long-standing, complex problems in "different" ways, fostering sustainable improvement and progress.

KEYWORDS: Justice, LawSystemsApproaches, MindsetCrimeApproaches, Investigation, SystemsIcebergModel, GreekPolice

**SCHEDULING:**

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| Wednesday 11th December, 2024 | 17:30 - 19:00 | VIRTUAL ROOM WED-2 | GR |

# EA-20

## Using Electre multi-criteria decision method while adopting Blockchain Technologies?

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### ABSTRACT

Once professor Mr. Ioannis Vlachavas asked, "Do you think it is easy to decide?" So imagine, a Business and/or an Organization that is called upon to transform digitally to be able to serve all the modern needs of its customers, how difficult is it primarily to define the real dimensions of the problem it is called to face and secondarily to sort, in descending order of importance, all the possible solutions of this problem.

So, if we assume that the under-study Business or Organization has declared that it wants to use Blockchain Technologies for the implementation of its digital transformations. Also, let's assume that they have correctly captured the problem and have recorded all the possible solutions to it. How could we help these Decision-makers record the basic criteria through which they will categorize those solutions?

For this reason, we first make a full reference to all those multi-criteria methods that could be used and then we focus our study on the ELECTRE family methods and more specifically on the Electre III, IV and TRI methods. Through this research, we wish to present to our readers that not all multi-criteria methods are applicable in the second phase of the multi-methodology we have developed for the Systemic Management of Blockchain Technologies.

KEYWORDS: Blockchain Technologies, Systemic Management, Multi-Criteria Methods, MCDM, MADM, Electre Method

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| Wednesday 11th December, 2024 | 17:30 - 19:00 | VIRTUAL ROOM WED-2 | GR |

# EA-21

## Harnessing AI for Digital Transformation: Using Self-Enforcing Networks to Building High-Performing Teams and Drive Organizational Success

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### ABSTRACT

In order to effectively address the challenges of digital transformation, employee profile identification, and team qualification, an innovative approach is being developed that also incorporates familiar practices. The methodology uses a Self-Enforcing Network to assess and categorize skills and team dynamics. It is designed to improve the impact of transformation initiatives in organizations.

KEYWORDS: Digital Transformation, Employee Digital Competence, Internal Competence-based recruiting, digital growth mindset, Self-Enforcing Networks (SEN)

**SCHEDULING:**

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| Thursday 12th December, 2024 | 11:45 - 13:15 | VIRTUAL ROOM THU-2 | EN |

# EA-22

## Relationship between styles of formative assessment and the student learning experience

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### ABSTRACT

This study examined the influences of different aspects of the teacher–student relationship and the number of assessments given to students on the students' learning experience, in terms of their enjoyment of the course, their understanding of the course material, and the degree to which they perceived the course as useful. One hundred and eighty-nine first-year college students took a 14-week course that was taught in two different ways. At the end of the course, they completed a questionnaire about their experiences. In the first class (91 participants), the students were given three assessments, and the instructor actively engaged the students. In the second class (98 participants), there were only two assessments, and the teacher responded to the students passively. Positive correlations were found among different aspects of the teacher–student relationship, the quantity of assessment, and the students' learning experience, particularly between the instructor's engagement of the students and the students' learning experience. The relationships between the number of assessments and the different aspects of the students' learning experience were significant, but weaker than the relationships between the different aspects of the teacher–student relationship and the students' learning experience. These findings underscore the the influence of the instructor, especially the instructor's encouraging the students to complete assessment, on the students' learning experience.

KEYWORDS: Formative Assessment, Student Learning Experience, Teacher–Student Relationship

**SCHEDULING:**

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| Thursday 12th December, 2024 | 11:45 - 13:15 | VIRTUAL ROOM THU-2 | EN |

# EA-23

## Resilience in Tourism and Destination Branding. Case study: The city of Kalamata, in Messinia, Greece

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### ABSTRACT

Crises worldwide, and various other stressful factors that could affect a tourist destination, can perhaps be a cause for, but also an opportunity that could lead to more efficient structures as well as new products & services in the tourism sector, which is increasingly challenged by various disruptions, including environmental, economic, and sociocultural factors. Several concepts have been developed to help ease the process and enable industries to cope with the challenges of an ever-changing world and according to Cochrane (2010) Resilience Theory is one of these concepts (Cochrane, 2010). The resilience of a destination, community, ecosystem, and individual depends on that system's ability to cope with anticipated and unanticipated change and a system's ability to cope is influenced by many internal and external elements (Cochrane, 2010). Tourism has been particularly affected by the measures for the COVID-19 pandemic, due to travel restrictions, but also to a significant degree of social distancing.

An attempt has been made to link the concept of resilience of a tourist destination –since, among others, a destination is made up of many interconnected systems- in times of uncertainty, with the preservation, but also development of the destination brand. The existing tourist product of the destination is also considered under the term of Resilience Theory and having as case study the city of Kalamata in Messinia Greece, the research attempts to explore the concept of resilience in Tourism and how Design Thinking tools – a human-centered, problem-solving approach —can enhance resilience in the tourism sector. By leveraging Design Thinking tools, such as empathy mapping, ideation, and prototyping (Liedtka et al. 2014), tourism stakeholders can better adapt to evolving circumstances and rebuild more sustainably, contributing to tourism planning and management, so that they can further develop adaptive strategies that foster innovation and sustainability. Research questions such as how were tourism stakeholders in the city of Kalamata affected by the recent crisis (COVID -19), in what grade the resilience of these stakeholders was impacted during the crisis and how experiences from past crises did prepare the involved stakeholders for current / upcoming crisis, were also under consideration within the frame of research.

Primary data was collected through semi-structured interviews with tourism managers, entrepreneurs, stakeholders and visitors, while secondary data was sourced from international bibliography and academic journals related to tourism recovery efforts. Most of the interviews, except from 2 were conducted via email, due to lack of time from the interviewees side, which did not give further the possibility of interpreting the body language of the participants, affecting that way, up to a point, the interpretation of the data in an attempt from the researcher's side, to enhance the validity of the research results. Therefore, the presented research should not be used as a representation of how COVID-19 and other crises of our era have impacted all stakeholders in the tourism industry, but moreover as a tool to help stakeholders critically reflect and identify their own

resilience.

Thus, the presented research could still contribute to the growing field of tourism resilience by also presenting a practical toolkit that aligns with the dynamic nature of the industry, recommending further research related to quantitative assessment of Design Thinking's impact on tourism resilience, longitudinal studies on the grade of resilience in destinations contributing to crisis recovery over time, as well as cross-cultural analysis to explore how different tourism contexts respond to crises and disruptions.

KEYWORDS: Resilience Theory, Resilient Destinations , Destination Branding , Smart Cities, Sustainable Development, Design Thinking

**SCHEDULING:**

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| Thursday 12th December, 2024 | 13:30 - 15:00 | VIRTUAL ROOM THU-2 | GR |

# EA-24

## Design and implementation of a Sustainable System in Logistics Distribution Center

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### ABSTRACT

As a consequence of Russia's aggression energy prices have been significantly increased within last years increasing dramatically the operation costs and profits of companies. In order to reduce dependencies on Russia's fossil fuels, switch to the clean energy transition and achieve its 2030 climate and energy goals and lay the foundations for renewed economic growth and competitiveness it is necessary to invest in renewable energy solutions, innovative storage systems and develop smart grid technologies which we help buildings to in a smarter and sustainable way, efficiently with less waste and friendly environment for employees and local community, reducing operation costs of buildings.

First of all, in order to achieve a zero emissions roadmap until 2040 it is necessary to design and implement PV panels on the roof of the warehouse reducing its energy consumption and producing green energy on-site. In addition to this, in order to adjust the produced energy with energy profile and demand it is necessary to have smart and efficient Energy Management Systems.

Moreover, in order to use the dynamic model of electrical bill it is necessary to store the over-produced of PV panels in battery systems or produce green hydrogen for trucks.

Using the DCSYM and the VSM tools we will analyze the current situation of the operation procedure in Distribution Center, we will show the communication flow between the PV panels, energy loads (HVAC system, Data Centers and lighting systems), battery systems, Electrical Vehicle and hydrogen systems with the internal and external environment. The results of the DCSYM Methodology will help us to design an intelligent and efficient control system.

Additionally, it is necessary, to design and install an efficient control system, which will take into account all parameters and the interaction of the environment which are the main drivers for the energy consumption in buildings, such as external temperature, occupancy, energy price, internal customer needs. They always give consideration to supplying the most efficient use of available resources, space, employees, requirements and safety for the warehouse.

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 all steps of this system. We will design an organization structure and a role model for tasks, competence and responsibility.

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

KEYWORDS: Logistic Center, DCSYM, VSM-Model, Renewables, Real-Control System, Sustainability.

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| Thursday 12th December, 2024 | 13:30 - 15:00 | VIRTUAL ROOM THU-2 | GR |

# EA-25

## Systemic Approaches to Strategic Planning for Optimization of the Organizational Structure of a Municipal water supply and sewerage company of a Greek island

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### ABSTRACT

In today's very hard, competitive and volatile environment, taking into account the new facts of the climate change, a company that manages the water resources and the sewage systems of an island has to face various challenges and solve many problems to cope with its mission.
The organization must understand the unique challenges posed by the island context, including seasonal fluctuations in demand due to tourism, limited natural and financial resources, and heightened environmental concerns. The most important thing is to be ready to make the appropriate changes and to select a different approach which will lead to the necessary transformation and finally manage to achieve its goals. Even the existence of an organization is not secured nowadays unless it will be able to follow the new needs of the market.

This paper explores the application of systemic approaches to the strategic planning and optimization of the organizational structure of a municipal water supply and sewerage company operating on a Greek island. The first step is to study the sector environment using SWOT analysis and in parallel the existing situation of the company using different systemic methodologies such as Design and Control SYstemic Methodology (DCSYM and Viable Systems Model (VSM).

The methodology incorporates systems analysis and design to map existing workflows, identify inefficiencies, and propose structural improvements. Key strategies include streamlining resource allocation, fostering interdepartmental collaboration, and integrating adaptive mechanisms to manage emergencies such as water shortages or natural disasters. The study emphasizes the critical role of transparency in decision-making processes and the development of resilient practices to enhance organizational performance.

Recommendations focus on creating a dynamic organizational framework that is both efficient and adaptable. Active involvement of stakeholders, including employees, local authorities, and the community, is highlighted as essential for successful implementation. This systemic and holistic approach aims to ensure sustainable development while delivering high-quality water and sewerage services to the local population. A change in the strategic planning of the organization and an approach of the complexity of the market will decrease all the dangers and will allow the company to find the roots of the problem and to reengineer all the procedures. The purpose of the analysis is to redesign business operation aiming at maximizing customer's satisfaction, establishing a new profile for the company and expanding its customer base. Emphasis should be placed on sustainable water management and environmental protection, but at the same time on targeted actions for operational efficiency, utilization of human resources, support of society and serving public interest
Improvement of the existing situation is being proposed in order to achieve an optimal

operational structure. A new design of the company operations is being described after the improvement proposals using the Systemic Methodologies. The results of the above proposals are very clearly showed through the analysis, where we can see the new and more structured way of the operation and control between the departments of the company.

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

KEYWORDS: Systemic Methodologies, Systems Thinking, System Dynamics, Sustainability

**SCHEDULING:**

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| Thursday 12th December, 2024 | 13:30 - 15:00 | VIRTUAL ROOM THU-2 | GR |

# EA-26

## Evaluating the socioeconomic and experiential impact of the Aegean Regatta 2024 on local communities and participants

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### ABSTRACT

The Aegean Regatta is the first of Greece's premier offshore sailing events, offering since 2001 an annual platform for competitive sports tourism across the Greek islands. This study, conducted by the General Secretariat of the Aegean and Island Policy in collaboration with the Department of Tourism Studies at the University of Piraeus, investigates the Aegean Regatta 2024. The primary goal is to assess the socioeconomic and experiential impact of this institutional event on both the local communities and the participants themselves. The research seeks to provide valuable insights into the role of sports tourism in regional development, highlighting the economic contributions, cultural exchanges, and levels of satisfaction among participants. Using a structured survey, data were collected from regatta participants, who represented a range of demographics, including age, gender, nationality, and sailing experience. The questionnaire covered four main areas: participation background, event evaluation, expenditure analysis, and demographic information. Data analysis was carried out to assess (a) the participants' satisfaction with the organization and event services, (b) their spending patterns and economic contribution to the local economy, and (c) their perceptions of the event's impact on their overall competitive sailing season. This research contributes to the literature on sports tourism by offering a detailed analysis of a long-standing sailing event's role in the Aegean Sea. It demonstrates the Aegean Regatta's dual role as both a competitive and culturally immersive experience that strengthens the local economy. The outcomes serve as a foundation for future studies on the impact of similar events on regional communities, and they may guide efforts to optimize the event's economic, social, and experiential returns.

KEYWORDS: Sports tourism, Regional development, Tourism impact, Regional

development

**SCHEDULING:**

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| Thursday 12th December, 2024 | 13:30 - 15:00 | VIRTUAL ROOM THU-2 | GR |

# EA-27

## Driving Innovation in Pharmaceutical Manufacturing: A Systems Approach to Good Manufacturing Practices (GMP)

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### ABSTRACT

The pharmaceutical industry today must balance strict regulatory requirements with the need for continuous innovation and flexibility. This presentation explores how a systemic approach, integrated with innovative entrepreneurship, enhances compliance with Good Manufacturing Practices (GMP) and strengthens risk assessment, fostering a more resilient and adaptable manufacturing environment

Systems approach promotes interconnectivity between production factors - such as personnel, processes and equipment - ensuring the integrated identification of risks and the consistent quality of products. Through innovative entrepreneurship, companies may adopt lean manufacturing, automation and artificial intelligence (AI), promoting efficiency and control in modes that support GMP compliance. These technologies enable predictive maintenance, reduce human error and provide real-time monitoring, essential in a regulatory landscape with elevated stakes.

GMP risk-based compliance is also enhanced by predictive analytics, enabling proactive resource allocation in high-risk areas. Digital transformation tools, such as block chain for traceability and the Internet of Things (IoT) for environmental monitoring, will further enhance transparency and accountability, critical elements of GMP and patient safety.

In addition, principles such as quality by design (QbD), patient-centric approaches and sustainability initiatives are aligned with GMP, meeting both regulatory standards and contemporary expectations for quality and accountability.

This presentation will present practical applications of systems approach to GMP, demonstrating how pharmaceutical companies can leverage innovative entrepreneurship to meet compliance needs while promoting quality, adaptability and growth

KEYWORDS: GMP compliance, risk assessment, systems approach, pharmaceutical innovation

**SCHEDULING:**

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|---|---|---|---|
| Thursday 12th December, 2024 | 15:30 - 17:45 | VIRTUAL ROOM THU-1 | GR |

# EA-28

## Leveraging Social Constructivism for Innovative Entrepreneurship: A Systems Approach to Teaching and Learning

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### ABSTRACT

This paper explores the integration of Social Constructivism in fostering innovative entrepreneurship, emphasizing the connection between teaching, learning, and entrepreneurial development within a systems framework. Social Constructivism, a theory rooted in the works of Lev Vygotsky, highlights the role of social interaction and cultural context in the development of cognitive abilities and knowledge. When applied to entrepreneurship education, this theory offers a novel approach to understanding how entrepreneurial skills, such as creativity, problem-solving, and critical thinking, can be nurtured within collaborative environments.

The paper argues that innovation in entrepreneurship is not solely an individual endeavor but a dynamic, social process. Drawing on Vygotsky's concept of the Zone of Proximal Development (ZPD) and Scaffolding, the paper suggests that aspiring entrepreneurs can benefit from peer collaboration and mentorship. These interactions allow learners to build knowledge through dialogue and shared experiences, enhancing their ability to think critically about business challenges and identify innovative solutions. Furthermore, the paper explores how the ZPD can be applied to entrepreneurial training, where learners are guided by more experienced mentors or peers within their zone of potential growth.

A Systems Approach to Innovative Entrepreneurship integrates the idea of interconnectedness and feedback loops in the learning process. By considering the broader context in which entrepreneurship takes place—such as cultural, economic, and technological environments—educators can design learning experiences that are both relevant and impactful. The systems perspective emphasizes the need for an ecosystem of support that includes educators, industry professionals, and entrepreneurial networks, all of which contribute to the development of innovative thinking.

By merging the principles of Social Constructivism with a Systems Approach, this paper proposes that entrepreneurship education should not only focus on individual skills but also foster a collective, collaborative approach to innovation. This approach encourages the sharing of diverse perspectives and resources, thus creating a more dynamic, interconnected entrepreneurial ecosystem that drives innovation in the business world.

KEYWORDS: Social Constructivism, Innovation, Entrepreneurship, Systems Approach,

Teaching and Learning, Zone of Proximal Development, Scaffolding, Collaborative Learning, Entrepreneurial Ecosystem

**SCHEDULING:**

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|---|---|---|---|
| Thursday 12th December, 2024 | 15:30 - 17:45 | VIRTUAL ROOM THU-1 | GR |

# EA-29

## Challenging Gender Stereotypes for Social Innovation: A Systems Approach to Reducing Femicide and Gender Violence

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### ABSTRACT

In modern society, violence against women, especially femicide, highlights urgent social and human rights challenges. The World Health Organization (WHO) reports that nearly one in three women globally experience physical or sexual violence, much of it by intimate partners. With over 48,800 women and girls killed by family members in 2022 alone, there is a critical need to address the root causes of such violence, grounded in gender stereotypes and societal biases.

This presentation explores how a systems approach that integrates social innovation and entrepreneurship can contribute to new, sustainable strategies for combating femicide. Drawing on theories of stereotyping and prejudice, we examine how hostile and benevolent forms of sexism perpetuate gender inequality. Hostile sexism explicitly opposes women's independence, while benevolent sexism subtly reinforces restrictive roles, both of which contribute to a societal tolerance for control and violence toward women. By employing frameworks such as the Stereotype Content Model, we delve into how stereotypes shape societal norms, positioning women as warm but less competent and thus justifying harmful behavior under paternalistic pretenses.

Connecting these insights with systems thinking reveals new avenues for social innovation. Addressing deeply ingrained biases within the public, legal, and policy spheres can foster a shift in societal norms. This systems-based approach aims to encourage a societal transformation, where recognizing and dismantling stereotypes becomes integral to social entrepreneurship. Through innovation and interdisciplinary collaboration, this work seeks to create safer, more equitable communities by targeting the systemic roots of violence against women.

KEYWORDS: Systems approach, Social innovation, Femicide, Gender-based violence

**SCHEDULING:**

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| Thursday 12th December, 2024 | 15:30 - 17:45 | VIRTUAL ROOM THU-1 | GR |

# EA-30

## Aspects of Florida's and Greece's Quality Assurance Systems of Higher Education with the Use of a System Dynamics Approach

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### ABSTRACT

This paper begins with an introduction to Florida's Quality Assurance and Compliance Department (QAC), which is part of the Division of Career and Adult Education of Florida's Department of Education. On the other hand, the Hellenic Authority of Higher Education (HAHE) is an independent organization, part of the European Association for Quality Assurance in Higher Education (ENQA) and the Greek Minister of Education is only authorized to supervise the legalities of HAHE's processes and procedures. Both QAC and HAHE have designed and implemented systems to evaluate public Colleges and Universities. Their main purpose is to distribute grants and funds to Colleges and Universities in the way that all organizations receive what they have accomplished in certain fields according to QAC's and HAHE's, guides and criteria. These fields are used as our system's variables, and we measure their impact on the grant and fund distribution. As follows we introduce our readers to systems thinking and complexity theory, and the use of information systems for managerial purposes and decision-making. Furthermore, we analyze QAC's and HAHE's systems with the use of the information system VENSIM and the variables that QAC and HAHE use according to their guidelines. In the end, we discuss and compare the complexity of each system.

KEYWORDS: information systems, VENSIM, quality assurance, variables, QAC, HAHE, funds

**SCHEDULING:**

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| Thursday 12th December, 2024 | 15:30 - 17:45 | VIRTUAL ROOM THU-1 | GR |

# EA-31

## Innovations in Culinary Education through Digital Technologies

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**ABSTRACT**

The integration of digital technologies into culinary education is becoming increasingly vital in the modern educational landscape. This study focuses on innovations in culinary education through the implementation of e-learning, using the Lifelong Learning Center (LLC) "Mathimata Mageirikis – The Culinary Center" as a case study. The aim is to explore how digital tools can enhance the teaching and learning experience in professional culinary arts, a field traditionally dependent on hands-on, in-person training.

As the COVID-19 pandemic highlighted, educational institutions needed to adopt remote learning strategies to continue providing instruction during lockdowns. This study examines the challenges and opportunities faced during the adoption of e-learning in a vocational setting where practical, skill-based training is essential.

The case study investigates the experiences of transitioning professional culinary courses to an online format. The LLC "Mathimata Mageirikis" sought to maintain the integrity of its professional culinary arts programs while shifting to digital platforms. In doing so, the study identifies the primary obstacles, such as the lack of digital infrastructure among students, the insufficient digital training for instructors and the difficulties in adapting a hands-on curriculum to a virtual environment.

System Dynamics, as an analytical approach, is applied in this study to provide insights into how these challenges can be addressed holistically. The study emphasizes the importance of flexible, innovative solutions that consider the interconnectedness of students, educators, and digital tools. Through this lens, the study highlights successful strategies that were implemented, such as interactive online workshops, video demonstrations and real-time feedback mechanisms, which helped mitigate the impact of moving practical culinary education to a digital format.

KEYWORDS: e-learning, digital technologies, vocational training, online education, system dynamics, culinary education innovation

**SCHEDULING:**

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|---|---|---|---|
| Thursday 12th December, 2024 | 15:30 - 17:45 | VIRTUAL ROOM THU-1 | GR |

# EA-32

## Independent Travel Agent

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### ABSTRACT

Both the Covid-19 pandemic and the crisis in energy have negatively affected travel agencies and the tourism and travel industry. The traditional way of a travel agent has changed and it needs to be updated and adapted to the new era. Many large travel agencies have closed down, leaving all these travel agents unemployed. Also, people in the travel industry needs to be professionally educated so as to give an excellent experience to travelers. For this reason, the service of the Independent Travel Agent gives value to a professional or unemployed travel agent but also to anyone who wants to start his/her own professional activity in tourism without the costs and risk of opening his/her own travel agency; it is thus an opportunity.

The size of the total addressable market for trips books is $3.4 trillion with an average fee of $100 for 3 nights and $ 1 million people can serve as Independents to travellers on our platform.
Our solution of the independent travel agent includes everything that the customer needs to successfully start their travel business both in terms of support with webinars/seminars and the use of the b2b platform. It is available online with b2b prices, with seminars and webinars and tools to start making a legal income by putting its own percentage on their sales.

Our value proposition and great advantage that is our differentiation from our competitors lies mainly in the democratization of the traditional travel agency and the fact that it is not something that can be copied easily. They have already try to copy it to the Greek market and it was unsuccesfully.
The problems we are solving is unemployment and the need for new job opportunities. Our target customer is someone who is looking to work independently and he/she loves to help people organizing their trips. His/her needs and desires are a legal independent job position.
In our future plans are the creation and establishment of a tourism academy.

KEYWORDS: Independent travel agent, host travel agency, tourism academy

**SCHEDULING:**

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|---|---|---|---|
| Thursday 12th December, 2024 | 15:30 - 17:45 | VIRTUAL ROOM THU-1 | GR |

# EA-33

## Systems Approach for Innovative Entrepreneurship

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### ABSTRACT

In today's fast-paced and complex business world, running a successful venture can often feel like juggling a million things at once. That's why adopting a "systems approach" to entrepreneurship can be so valuable. Essentially, it's about looking at the bigger picture—how human capital, market trends, technology, and even regulations are all interconnected—and using that insight to make smarter business decisions.

Traditionally, many entrepreneurs focus on individual parts of their business in isolation. But a systems approach integrates principles like feedback loops, adaptability, and interdependence, showing that entrepreneurship is more like a web of interactions than a set of linear steps. By embracing this perspective, entrepreneurs can identify new opportunities, optimize resources, and adapt to changes more effectively, almost like switching from an old-school map to a high-tech GPS for navigating the business landscape.

We'll explore case studies of companies that have successfully used this systems-based strategy, highlighting the importance of resilience, continuous learning, and flexibility. These examples reveal that accepting the complexity of today's global market can actually be a competitive advantage. It's about staying resilient, learning on the go, and being ready to pivot when things don't go according to plan.

In short, the systems approach offers a powerful toolkit for innovative entrepreneurship, particularly for small and medium-sized enterprises (SMEs). By taking a holistic view, entrepreneurs can build robust and adaptable business models capable of navigating the complexities of the modern marketplace. So, instead of fighting the chaos, this method helps you leverage it to thrive.

**SCHEDULING:**

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| Thursday 12th December, 2024 | 15:30 - 17:45 | VIRTUAL ROOM THU-1 | GR |

# EA-34

## Applying Deming Management Method in Education

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### ABSTRACT

The purpose of the current study is to assess perceptions on the application of the Total Quality Management (TQM) Method in the educational sector. Its goal is to shed light on how TQM practices are applied in elementary, secondary, and postsecondary education.
The purpose of Total Quality Management (TQM) is to establish a culture of quality where employees strive to satisfy their customers and are empowered to do so by the organization's structure through an integrated system of tools, techniques and training. This involves the continuous improvement of organizational processes, resulting in high quality products and services. TQM's primary goal is to foster an environment in which all resources are used effectively and creatively, which instills trust in management among employees. Quality teacher-based TQM models typically incorporate a number of concepts, including cooperation, top management, leadership, employee involvement, customer focus, training, instruments for continuous development, etc. In general, TQM is a holistic approach and consist three essential components.
1.Customer focus
2.Employees' involvement ,and
3.Continuous improvement
W. Edwards Deming was a pivotal figure and one of the founders of Total Quality Management. He pioneered some of the most innovative and practical methods for raising productivity and quality in the world. His philosophy was based on 14 Points known as "Deming's 14-point philosophy" and was first applied in the manufacturing industry before spreading to services and healthcare industries and, more recently, to government and educational sectors. Deming emphasized the importance of prioritizing quality over products and services in long-term success plans. Quality is determined by customer satisfaction, and as customer demands and expectations are constantly evolving, businesses must adjust and react to these changes. The goal of Deming's 14 points is to greatly increase an organization's or business's effectiveness. The fundamental notion is to make people happy while working, emphasizing the management's responsibility in spearheading the system's thorough and ongoing improvement as well as employees' ongoing growth. This method can also be applied in manufacturing and service sectors, small and large enterprises.

The incentive to apply TQM methods in the Education System has increased due to rapidly changing technology, increasing costs, accountability by accrediting associations, legislatures, funding agencies and the public. There is also a growing international competition with regard to student enrolments, faculty expertise and research achievements. Several studies have focused on the application of Deming's 14 points in education, to both Higher Education Institutions and classroom levels, in order to attain educational excellence.

Higher education professionals must be equipped to handle future challenges by studying Deming's 14 ideas to increase accountability, quality, and customer happiness. TQM offers creative solutions to current and upcoming issues, enabling colleges and universities to thrive. Deming's 14-point method for providing services to students and individual participation in the learning process can achieve real quality. Staff, instructors, and administrators dedicated to student well-being are crucial for ensuring excellence. Six soft TQM elements are crucial for successful implementation in schools, based on Deming and TQM practices: leadership, teamwork, empowerment, appraisal systems, training, and continuous improvement. These elements inspire teachers, staff, and students, offering greater challenge and excitement than a just good learning environment.
Total Quality Management (TQM) in education are customer focus, process focus, continuous improvement, participation, and fact-based decisions. TQM impacts all educational processes, promoting high commitment and team spirit among educators, thereby encouraging them to deliver quality education.

KEYWORDS: TQM, quality, Deming’s Management Method, education, excellence.

**SCHEDULING:**

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|---|---|---|---|
| Thursday 12th December, 2024 | 15:30 - 17:45 | VIRTUAL ROOM THU-2 | GR |

# EA-35

## Harnessing digital transformation to redefine tourism vocational education

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### ABSTRACT

The digital transformation of tourism vocational education has become a critical focus, especially following the COVID-19 pandemic, which accelerated the integration of digital tools in learning environments. This transformation extends beyond merely shifting to online learning; it represents a comprehensive rethinking of how tourism education is delivered and experienced.

Today's tourism graduates need robust digital competencies to meet industry demands for professionals who can leverage technology to enhance customer experiences and improve operational efficiency. Central to this transformation is the implementation of innovative educational frameworks that utilize digital technologies to enhance learning outcomes. These frameworks prioritize digital literacy, ensuring students are prepared to navigate a digitally advancing industry. Educational institutions must adapt curricula to integrate essential digital skills, such as data analysis and digital tool proficiency, which are increasingly vital for employability in tourism.

The shift towards digital platforms has also enabled the development of virtual classrooms and online courses, which became essential during the pandemic. These platforms offer flexibility and improve accessibility, broadening student participation in tourism studies. Insights gained from this period are shaping future pedagogical strategies, as institutions seek to incorporate digital elements into the fabric of their educational models.

Moreover, digital competencies extend beyond technical skills to include communication and language proficiency, supported by mobile and interactive technologies. Soft skills are also becoming crucial in a digital work environment. The convergence of technologies, like virtual and augmented reality, offers immersive learning experiences that engage students and deepen their understanding of complex concepts in tourism.

The digital transformation of tourism education requires collaboration between academic institutions and industry stakeholders. Integrating digital culture into educational programs ensures that graduates are equipped to thrive in a digital economy. This partnership between education and industry is essential to keep curricula relevant, enhancing graduates' employability.

In conclusion, the digital transformation of tourism vocational education reflects a multifaceted evolution that encompasses technological integration, curriculum innovation, and industry collaboration. As the tourism industry continues to embrace digital

advancements, educational institutions must proactively adapt, equipping students with the skills and competencies required in a rapidly evolving field. This shift not only improves the quality of education but also prepares students to excel in a digitally-driven tourism sector.

KEYWORDS: Digital transformation, tourism education, vocational education, digital technologies

**SCHEDULING:**

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| Thursday 12th December, 2024 | 15:30 - 17:45 | VIRTUAL ROOM THU-2 | GR |

# EA-36

## Change management in contemporary educational organizations: A case study of Higher Education Institutions in Greece

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### ABSTRACT

This study examines change management in educational organizations, focusing on higher education institutions in Greece. In today's dynamic environment, universities and higher education organizations must adapt to challenges such as legislative changes, technological advancements, economic crises, and social shifts. Recent developments, including the COVID-19 pandemic and new higher education legislation in 2022, have required institutions to quickly adjust to new conditions. This research, therefore, explores the key factors influencing successful change management in Greek higher education institutions, as well as the strategies they adopt to enhance adaptability and operational effectiveness. The study begins with a thorough literature review, highlighting fundamental concepts and theoretical change management models, such as Lewin's three-stage model, Kotter's framework, and the ADKAR model. Following this review, a quantitative survey was designed and distributed via an online questionnaire to teaching and administrative staff at various Greek universities. Statistical analysis of the data collected identified critical factors supporting effective change implementation. Results indicate that effective change management in Greek higher education institutions largely depends on recognizing the need for change, fostering a culture of acceptance and collaboration, and developing strategies centered on adaptability and innovation. Additionally, participants' demographic and other characteristics appear to influence their stance toward change management. The study reveals strong positive correlations among the identified factors, underscoring that a comprehensive approach to change management can enhance educational organizations' effectiveness and performance. This study offers practical recommendations to improve change management strategies in higher education institutions and contributes to the literature by correlating traditional theoretical models with data from the Greek context. It emphasizes the importance of cultivating an organizational culture that embraces change, aiming to build resilience and sustainability for educational organizations in today's evolving environment.

KEYWORDS: Change Management, Higher Education Institutions, Adaptability, Organizational Culture

**SCHEDULING:**

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| Thursday 12th December, 2024 | 15:30 - 17:45 | VIRTUAL ROOM THU-2 | GR |

# EA-37

## Evaluation in the educational system. A systemic approach.

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### ABSTRACT

Evaluation in the educational system of Greece is a process that aims at assessing the effectiveness and quality of the school operation and is an issue of utmost importance nowadays. The world is increasingly changing due to the rapid development of technology, therefore, administration in schools could not be left behind. In this thesis, we study the effectiveness and the adequate performance in school units, as far as their evaluation and leadership are concerned. We approach the issue of evaluation and, at the same time, the way it is implemented. However, schools are organizations that need to remain sustainable through their leadership, therefore, their performance should continuously improve. Specifically, All things considered, in the thesis, the current evaluation system is being described and the factors leading to impeding efficiency are clearly identified, as well as the relationship played by the school leader, using Systemic Methodologies. Systemic Methodologies refer to approaches that see the educational system as a set of elements (teachers, students, parents, infrastructure, administration, etc.) that interact to fully work out its functions, thus dynamically improving them overall.

KEYWORDS: School Unit Performance & Effectiveness, School Leadership, School Administration, Educational Evaluation, Systemic Methodologies

**SCHEDULING:**

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| Thursday 12th December, 2024 | 15:30 - 17:45 | VIRTUAL ROOM THU-2 | GR |

# EA-38

## Utilizing AI-driven LMS to Innovative Entrepreneurship

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### ABSTRACT

In the rapidly evolving digital landscape, innovation is increasingly driven by the ability to access, manage, and leverage knowledge efficiently. Learning Management Systems (LMS), augmented by artificial intelligence (AI) and data analytics, have emerged as pivotal tools in fostering entrepreneurial innovation. This paper explores the utilization of AI-driven LMS to support innovative entrepreneurship by providing entrepreneurs with a dynamic platform for continuous learning, knowledge sharing, and collaboration.

By integrating advanced Knowledge Management Systems (KMS) within AI-driven LMS, entrepreneurs can harness real-time data insights, personalized learning paths, and collaborative tools to streamline decision-making and accelerate innovation. These systems not only facilitate the acquisition of relevant knowledge but also enable entrepreneurs to respond agilely to market changes, enhancing their competitive edge. Furthermore, AI-driven LMS supports knowledge dissemination across organizational silos, promoting cross-functional innovation and fostering a culture of continuous improvement.

Through a systems approach, this study investigates how AI-driven LMS can enhance entrepreneurial ecosystems by fostering improved cooperation between an organization's departments. By enabling seamless communication and knowledge flow across functional areas such as R&D, marketing, and operations, AI-driven LMS promotes synchronized innovation efforts, ensuring that insights from all parts of the organization contribute to entrepreneurial success. The findings underline the crucial role of AI-driven LMS in enabling knowledge-driven innovation, positioning it as a strategic tool for entrepreneurial success in the digital age.

KEYWORDS: Artificial Intelligence, Learning Management Systems, Knowledge Management Systems, Innovation, Entrepreneurship, System Dynamics, Digital Transformation

**SCHEDULING:**

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| Thursday 12th December, 2024 | 15:30 - 17:45 | VIRTUAL ROOM THU-2 | GR |

# EA-39

## Sustainable Hospital Waste Management: Recycling Approaches and Strategies

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### ABSTRACT

Sustainable hospital waste management is critical for environmental protection and public health. With the increasing waste production in hospitals, the need for effective management and recycling strategies becomes more urgent. This paper examines the approaches that can be applied to sustainable hospital waste management, focusing on innovative recycling strategies.
Initially, the nature and categorization of hospital waste, including hazardous, non-hazardous, and recyclable materials, are analyzed. Proper categorization is fundamental for the implementation of effective recycling methods. Next, the main challenges faced by hospitals in waste management are presented, such as the lack of staff training, limited resources, and the need for compliance with regulations.

The research highlights various strategies that can be implemented to improve recycling. These include staff training and awareness-raising, the use of IoT technologies for monitoring and managing waste, as well as collaboration with specialized recycling companies. Additionally, the adoption of circular economy models can contribute to minimizing waste and reusing materials.
The impacts of recycling hospital waste on healthcare and the environment are also analyzed. Accomplishing sustainable practices can reduce the environmental footprint of hospitals, improve their image in society, and contribute to public health.

Finally, proposals for future research and policies that will support the sustainable management of hospital waste are suggested. The implementation of these strategies requires collaboration among hospitals, government agencies, and society to achieve sustainable outcomes.

This presentation aims to provide a comprehensive overview of the approaches and strategies that can be applied for the sustainable management and recycling of hospital waste, promoting the importance of recycling as a tool for sustainable development in the healthcare sector.

KEYWORDS: Sustainability, hospital wastes, management, innovative recycling, IoT

Technologies

**SCHEDULING:**

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| Thursday 12th December, 2024 | 15:30 - 17:45 | VIRTUAL ROOM THU-2 | GR |

# EA-40

## Systemic Approach of an International Technology Company

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**ABSTRACT**

The subject of the present Certification Project is the study of the operations of the RASys International Company. The Systemic Approach of the identified problems in the operation of the IT Infrastructure and Operations Department is described and improvement interventions are proposed in order to ensure the sustainability of the Department within the competitive environment in which it operates by making use of Systemic Methodologies and simulation software for its operations.
For this purpose, the Design and Control Systemic Methodology (DCSYM) is applied both for the illustration of RASys International and for the IT Infrastructure and Operations Directorate (DYL), which is also the System to be studied. For the diagnosis of the System, the Systemic Methodology of the Viable Systems Model (VSM) is applied, which ensures the viability of the examined System, along with its mapping with the help of the VSMod software. The modeling of the operations of the System under examination and the execution of Simulation Experiments of the developed model provide us with a best decision-making tool.

KEYWORDS: Systemic, Technology, DCSYM, Vensim, VsMod, VSM.

**SCHEDULING:**

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| Thursday 12th December, 2024 | 15:30 - 17:45 | VIRTUAL ROOM THU-2 | GR |

# Scientific Events and Presentations Quick Lookup

# Keynote Addresses

## Workshops



## Professional Panel



## Professional Round Table



## Presentations Extended Abstracts

# Scheduling Lookup by 1st Author

**Aikaterini Griva**

**EA-11** Business Model Canvas for Agritourism Businesses
Wednesday 11th Dec. 15:45 - 17:15 VIRTUAL ROOM WED-1 GR — 71

**Alexander N Christakis**

**KN-01** The Co-Laboratory systemic design approach for reducing the Situational Complexity through inclusive, co-constructive stakeholder deliberation
Wednesday 11th Dec. 10:15 - 11:45 VIRTUAL ROOM WED-1 EN — 18

**Alexandra Efthimiadou**

**KN-04** What is the difference that makes the difference from mediocre to remarkable results? Success Factor Modeling, SFM,™ - a systemic methodology in shaping the mind to successful entrepreneuring
Wednesday 11th Dec. 12:00 - 13:30 VIRTUAL ROOM WED-1 EN — 21

**Anastasios Andreas Maraslis**

**EA-33** Systems Approach for Innovative Entrepreneurship
Thursday 12th Dec. 15:30 - 17:45 VIRTUAL ROOM THU-1 GR — 102

**Anastasios Vasileiou**

**EA-08** The contribution of systemic business strategy approach for studying a centralized procurement authority of the public sector: Systemic multimethodology formulation and the use of dynamic modeling for the optimal decision making of an IT project management office
Wednesday 11th Dec. 14:00 - 15:30 VIRTUAL ROOM WED-2 GR — 66

**Andreas Maniatis**

**KN-11** Why do we Visualize? The Wow! Effect for Innovative Entrepreneurship
Thursday 12th Dec. 18:00 - 19:30 VIRTUAL ROOM THU-1 GR — 30

**Anna Papastratakou**

**EA-30** Aspects of Florida's and Greece's Quality Assurance Systems of Higher Education with the Use of a System Dynamics Approach
Thursday 12th Dec. 15:30 - 17:45 VIRTUAL ROOM THU-1 GR — 99

**Athanasios Kriemadis**

**KN-09** The Innovation Ecosystem in Greece: A Systemic Approach to Innovation Management and Development
Thursday 12th Dec. 11:45 - 13:15 VIRTUAL ROOM THU-1 EN — 28

**Christos Manthopoulos**

**EA-15** Energy Upgrade Study for the Facilities of a Corporate Building
Wednesday 11th Dec. 15:45 - 17:15 VIRTUAL ROOM WED-2 GR — 77

**Damien Claeys**

**KN-05** Landscape Dynamics of Solution Spaces. Artificial Intelligence and Architectural Design
Wednesday 11th Dec. 17:30 - 19:00 VIRTUAL ROOM WED-1 EN — 22

**Gerald Midgley**

**KN-08** Three Layers of Systems Thinking
Thursday 12th Dec. 10:00 - 11:45 VIRTUAL ROOM THU-1 EN 26

**Ioannis Drakos**

**EA-39** Sustainable Hospital Waste Management: Recycling Approaches and Strategies
Thursday 12th Dec. 15:30 - 17:45 VIRTUAL ROOM THU-2 GR 111

**Ioannis Katsanakis**

**EA-01** Sustainable Tourism Observatories and their role in responsible tourism development
Wednesday 11th Dec. 14:00 - 15:30 VIRTUAL ROOM WED-1 GR 55

**Ioannis Katsanakis**

**EA-17** Evaluating strategic information systems in the context of digital transformation: A comprehensive framework for organizational success
Wednesday 11th Dec. 17:30 - 19:00 VIRTUAL ROOM WED-2 GR 80

**Ioannis Katsanakis**

**EA-35** Harnessing digital transformation to redefine tourism vocational education
Thursday 12th Dec. 15:30 - 17:45 VIRTUAL ROOM THU-2 GR 106

**Ioannis Milatos**

**EA-32** Independent Travel Agent
Thursday 12th Dec. 15:30 - 17:45 VIRTUAL ROOM THU-1 GR 101

**IRIS GERTNER**

**EA-22** Relationship between styles of formative assessment and the student learning experience
Thursday 12th Dec. 11:45 - 13:15 VIRTUAL ROOM THU-2 EN 87

**Jenny Polyxeni Pange**

**KN-17** The role of UNIADRION in promoting the Mediterranean Diet as a sustainability factor in the Adriatic and Ionian Region
Saturday 14th Dec. 10:00 - 12:30 VIRTUAL ROOM SAT-1 & Uni GR 38

**Katharina Dutzi**

**EA-21** Harnessing AI for Digital Transformation: Using Self-Enforcing Networks to Building High-Performing Teams and Drive Organizational Success
Thursday 12th Dec. 11:45 - 13:15 VIRTUAL ROOM THU-2 EN 86

**Konstantina Kottara**

**EA-34** Applying Deming Management Method in Education
Thursday 12th Dec. 15:30 - 17:45 VIRTUAL ROOM THU-2 GR 104

**Konstantinos Koutsantonis**

**EA-38** Utilizing AI-driven LMS to Innovative Entrepreneurship
Thursday 12th Dec. 15:30 - 17:45 VIRTUAL ROOM THU-2 GR 109

**Tadeja Jere Jakulin**

**KN-03** Feedback and Balance - Key Principles of the Systems Approach in Entrepreneurship
Wednesday 11th Dec. 12:00 - 13:30 VIRTUAL ROOM WED-1 EN 20

**Tetiana V. Bitkova**

**KN-10** Studying the Power Outages Problem: System Dynamics vs Discrete Simulation
Thursday 12th Dec. 11:45 - 13:15 VIRTUAL ROOM THU-1 EN 29

**Theofanis Giotis**

**PP-01** The Lean Startup
Thursday 12th Dec. 18:00 - 19:30 VIRTUAL ROOM THU-1 GR 51

**Triantafyllos Pnevmatikos**

**EA-10** The impact of economic crisis in productivity of tourism sector in Greece
Wednesday 11th Dec. 15:45 - 17:15 VIRTUAL ROOM WED-1 GR 70

**Varvara Bampa**

**EA-04** Flexibility and agility in tourism destination ecosystems
Wednesday 11th Dec. 14:00 - 15:30 VIRTUAL ROOM WED-1 GR 61

**Varvara Bampa**

**EA-36** Change management in contemporary educational organizations: A case study of Higher Education Institutions in Greece
Thursday 12th Dec. 15:30 - 17:45 VIRTUAL ROOM THU-2 GR 107

**Vasileios Yakinthos**

**EA-13** Systemic Approaches to Identifying Dysfunctions & Restructuring Human Resource Management ('Evexia Group of Rehabilitation Companies S.A.')
Wednesday 11th Dec. 15:45 - 17:15 VIRTUAL ROOM WED-2 GR 75

**Victoria A. Zgouva**

**KN-18** The Management By Objectives Theory As A Paradigm For Enhancing Innovative Entrepreneurship: A Systems Approach
Saturday 14th Dec. 10:00 - 12:30 VIRTUAL ROOM SAT-1 & Uni GR 40

**Yiannis Laouris**

**KN-13** A Multi-Criteria Extension to Structured Dialogic Design can further optimize action plans
Thursday 12th Dec. 18:00 - 19:30 VIRTUAL ROOM THU-2 GR 32

**Yiannis M. Kalogerakis**

**KN-14** Anthropocentric AI: Enhancing Human Potential through Intelligent Systems
Friday 13th Dec. 10:00 - 12:30 VIRTUAL ROOM FRI-1 GR 33

ACCREDITED
ΚΕ.ΔΙ.ΒΙ.Μ.
PROGRAM

# ΠΑΝΕΠΙΣΤΗΜΙΟ ΠΕΙΡΑΙΩΣ

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