Hellenic Society for Systemic Studies (HSSS)

ΠΑΝΕΠΙΣΤΗΜΙΟ ΠΕΛΟΠΟΝΝΗΣΟΥ
University of the Peloponnese
Department of Management Science & Technology

ΔΙΟΙΚΗΤΙΚΟ ΕΠΙΜΕΛΗΤΗΡΙΟ
ομιλος διοικησιακων επιστημονων

21st HSSS National & International Conference

SYSTEMIC HUMAN RESOURCES MANAGEMENT AND NEW TECHNOLOGIES

PROGRAM AND ABSTRACTS

www.confe.hsss.eu

Online Attendance

8-11 Oct 2025

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Welcome Note

Systemic Human Resources Management and New Technologies

We would like to invite you to the 21th Hellenic Society for Systemic Studies (HSSS) National & International Conference, jointly organized with the University of Peloponnese, Department of Management Science and Technology & the Hellenic Administrative Chamber.

The Conference is On Line and Local Attendance, from 08th to 11th October 2025, Tripoli, 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.

The 21st National & International Conference is specialised in the following HRM Indicative Topics:

- Human Resources Empowerment
- Education & Training
- Methodologies of HRM and New Technologies
- Leadership
- Team Building & Cooperation
- Human Resources and AI
- Legal Systems and HRM
- Innovation Practices in improving HRM

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.

Tripoli 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 Athanasios (Thanos) Kriemadis,
Chairman of the Department of Management Science and Technology ,
University of Peloponnese,
Tripoli, Greece.

Chair for the Organising Committee

Dr. Kostas Papadimitriou,
President,
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Athens, Greece.

President of EUS and HSSS

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Acknowledgements

The Board of Directors of the
Hellenic Society for Systemic Studies
and
the Organizing Committee of the 21th 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 08th October, 2025

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 - 19:30	PARALLEL SESSIONS

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18:00 - 19:00	PROFESSIONAL PANEL & PARALLEL SESSIONS
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18:00 - 18:30	BREAK
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Saturday 11th October, 2025

10:00 - 10:30	LOCAL SALUTATIONS
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14:15 - 15:45	PROFESSIONAL ROUND TABLE
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Program Timetable

Wednesday 08th October, 2025

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

09:30 - 10:15	**VIRTUAL ROOM WED-1** **OPENING CEREMONY WITH SALUTATIONS** ***Chair: Dr Konstantinos Papadimitriou***	Wednesday 08th Oct.
	Opening and Salutation by **Dr Konstantinos Papadimitriou**, President of the Administrtative Chamber of Greece, Chair of the Conference Organizing Committee and Member of HSSS	
	Salutation by the Chair of the Conference Scientific Committee **Prof Athanasios (Thanos) Kriemadis**, Chairman of the Dept of Management Science and Technology, University of Peloponnese	
	Salutation by the President of the European Union for Systemics and President of the HSSS, **Professor Nikitas Assimakopoulos**, University of Piraeus, Greece.	
	Salutation by Professor **Ioannis Moscholios**, Dean of the School of Economics and Technology, University of Peloponnese	
	Salutation by Professor **Damien Claeys**, General Secretary of the European Union for Systemics, Brussels, Belgium	
	Salutation by **Dr. Stergiana Giannakou**, 1nd Vice President of HSSS	

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

10:15 - 11:45	**VIRTUAL ROOM WED-1** **KEYNOTE ADDRESS** ***Chair: Prof. Nikitas Assimakopoulos, Dr Konstantinos Papadimitriou***	Wednesday 08th Oct.
KN-01	Origins And Evolution Of The People Science Of Structured Deliberative Democracy ***Alexander N. Christakis***	
KN-02	Transcending Systems Thinking: Critical Systems Integration ***Louis Klein***	

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12:00 - 13:30	**KEYNOTE ADDRESSES**

12:00 - 13:30	**VIRTUAL ROOM WED-1** **KEYNOTE ADDRESSES** ***Chair: Prof. Nikitas Assimakopoulos, Dr Konstantinos Papadimitriou***	Wednesday 08th Oct.
KN-03	Systems Management in Modern HRM ***Tadeja Jere Jakulin***	

KN-04	Reflections on CR and CSH: The Possibility of Another Boundary ***Roelien Goede***
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EA-01	Can Self-Governance Replace Market and Government Failures? ***Shann Turnbull***
EA-02	A Systems Approach to The Monitoring and Evaluation of Governance Processes in Urban Municipalities in Namibia, Burundi and Zimbabwe ***Stanislas Bigirimana***
EA-03	Cybernetics and Labor ***Tatiana A. Medvedeva***
EA-04	Algorithmic Risk and Ethical AI: The Role of Knowledge Management in Organizational Behaviour ***Emilia Romeo, Nicola Capolupo, Ciro Clemente De Falco***
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EA-06	Public Administration as Code: Mapping Greece's Ministerial Architecture ***Lampros Kafidas***
EA-07	Human Resources in Public Administration: The Crucial Missing Link towards the Strategic State ***Charalampos Chrysomallidis, Konstantina Kotsiopoulou***
EA-08	European Union Enlargement in the Western Balkans: A Sociological Approach to the Impacts on the Social Structure and the Organization of the Public Sector in Albania ***Georgia Constantin Chronopoulou***

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EA-10	Leveraging Systemic Methodologies in AI-Integrated HRM ***Panagiotis Lepelis***
EA-11	Systemic Human Resources Management and New Technologies ***Christos Drouviotis***
EA-12	Reorganization of the PIMA Group ***Eleni Athanasiadou***

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

15:45 - 17:15	**VIRTUAL ROOM WED-1** Wednesday 08th Oct. **Extended Abstract Presentations: IT & AI in systemic context** ***Chair: Mr. Panagiotis Kalofonos***
EA-13	Innovating HR: Systemic Leadership, Agility, and AI ***Martha Plexida***
EA-14	From complexity to adaptability: Systemic human resource management in the age of artificial intelligence ***Stavros Fasoulas, Ioannis Alexiou***
EA-15	Predictive Analytics and Artificial Intelligence in Systemic Human Resource Management: From Data to Strategic Decision-Making ***Ioannis Alexiou, Stavros Fasoulas***
EA-16	Systemic analysis, optimization and Artificial Intelligence in the service management of HR processes and procedures in the Directorates of Primary and Secondary Education ***Dimitra Patsi, Mary Manousopoulou, Stavros Fasoulas, John Alexiou***
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EA-18	Digital Transformation in Public Sector Recruitment: The First Electronic Competition as a Case of Administrative Innovation ***Charalampos Chrysomallidis, Stavros Skepetzis***

EA-19	Bridging AI and Sustainability: Toward a Digital Framework for Achieving the SDGs ***Maria-Aggela N. Kormazou, Maria-Eleni K. Agoraki***
EA-20	Digital transformation in public administration: Exploring the factors affecting acceptance, satisfaction and performance using Information Systems ***Eleni Champipi, Maria Kamariotou, Dimitrios Georgikos, Konstantinos Ioannou, Fotis Kitsios***
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EA-22	AI, Digital Transformation, and Democratization: Towards an Ethical and Inclusive Future for the Western Balkans ***Georgia C Chronopoulou***
EA-23	Geopolitical Risk and Digital Innovation in Shaping Entrepreneurship: A Study in an International Economic Context ***Georgios A. Deirmentzoglou, Eleni E. Anastasopoulou, Konstantina K. Agoraki***
EA-24	From Competence to Confidence: How Classroom Management Shapes Teacher Wellbeing ***Ioannis Douridas, Dimitra Skandali, Panagiota Antonopoulou***
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17:30 - 19:30	**PARALLEL SESSIONS**
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EA-26	Digital transformation and sustainability of information systems: institutional, technical and organizational challenges ***Georgia Prokopiadou, Konstantinos Ioannou***
EA-27	End-user resistance to ERP systems and intention to quit: The moderating role of promotion opportunities and perceived organizational support ***Polyxeni Plagou***

EA-28	The Impact of Leadership and Organizational Culture on the Development of Sustainability Skills in the Energy Sector ***Polyxeni Plagou***
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EA-31	Transition to Contemporary Corporate Governance Practices through Implementation of ISO 37000: A Systemic Approach in a Maritime Sector Enterprise. ***Maria Antigoni Pantazi***
EA-32	Systemic Improvement of Supermarket Warehouse Operations Using DCSYM and System Dynamics ***Andreas Balasis***
EA-33	Transforming Detegra SA, through the implementation of DCSYM and Vensim models, six sigma and Artificial Intelligence for Efficient Communication and Operational Excellence ***Panos Lambrinidis***
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EA-36	The application of systemic analysis tools at the company "Metafrasis" ***Niki Delopoulou***
EA-37	Systemic Methologies Applied In Tourism Sector ***Sophia Gkatsou***
EA-38	A Systemic Approach to the Understanding, Analysis, and Review of Milka Fantasy ***Irene Sophie Litinas***

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Program Timetable

Thursday 09th October, 2025

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10:00 - 11:45	**VIRTUAL ROOM THU-1** Thursday 09th Oct. **KEYNOTE ADDRESSES** ***Chair: Mr. Panagiotis Kalofonos***
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KN-06	BIMA for Peace Foundation: Bridging Intelligence, Mindfulness, and Awareness for Regenerative Peacebuilding ***Rudolf Wirawan***
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KN-08	Bias, Fairness, and Transparency in Human Resources Recruitment Using Artificial Intelligence ***George Dimitoglou***
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EA-41	The EDUCATE Framework for Resilience, Flexibility and Sustainability in Tourism Destination Ecosystems ***Varvara Bampa, Ioannis Katsanakis, Georgia Zouni***
EA-42	Tourism Destination Ecosystems and AI: A Framework for Personalization, Optimization, and Sustainable Development ***Ioannis Katsanakis, Varvara Bampa, Konstantina Agoraki, Georgia Zouni***

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13:30 - 15:00	**PARALLEL SESSIONS**
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EA-49	From Static Outcomes to Continuous Learning: A Process-Based Framework for Evaluating Information Systems ***Ioannis Katsanakis***
EA-50	The Impact of Electronic Marketing on the Development of Educational Services in the Region: The Case of the Peloponnese ***Athanasios Triantos***
EA-51	Exploring Job Satisfaction and Motivation among Music and General Education Teachers in Greek Music Schools: A Quantitative Study ***Ioannis Dimitris Kollias, Panagiotis Liargovas***

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EA-53	Systemic Workflow Automation for Process Optimization: A Human-System Collaborative Framework for Transaction and Project Coordination in Service Industries ***Anna Papastratakou, Apostolos Vasileiadis***
EA-54	Green Management and Circular Economy in Industry: Strategies for By-product Utilization and Sustainability Metrics ***Maria Bairaktari, Nikolaos Karountzos***
EA-55	Rewarding schemes for an entrepreneurial startup ***Georgios Sainis, Athanasios C Kriemadis, Charalambos Kariofyllas, Stelios Zimeras***
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EA-57	Application of Systemic Tools and the Impact of HR on the Company Anicell ***Ioanna Karaiskou***
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EA-61	Artificial Intelligence, New Technologies, and the Psychology of Work in Regulated Environments: A Systemic Approach ***Maria E. Giannakaki, Stergiani A. Giannakou, Nikitas A. Assimakopoulos, Dimitrios S. Varsos***
EA-62	Bridging the Gap: ESG Criteria and Financial Performance ***Aikaterini V. Arvaniti, Maria-Eleni K. Agoraki, Maria-Aggela N. Kormazou***
EA-63	Targeting and evaluation of municipal employees, through the audits of the Financial Supervision & Control Service (FSCS) ***Konstantinos Papadimitriou, Sotiria Xristopoulou***
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EA-69	Systemic Redesign of the Digital Project Lifecycle in a Greek Energy & Utilities Company ***Lampros Kosmas Tsetsos***
EA-70	Integrated Water Resources Management in Greece: Challenges, Social Impacts and Adaptation Strategies ***Panagiota Kyriazi, Zacharias Dermatis***
EA-71	Total Quality Management. Case study of the Municipality of Maroussi. ***Christianna Vlassi***
17:30 - 18:00	**LONG BREAK**

18:00 - 19:00	**PROFESSIONAL PANEL & PARALLEL SESSIONS**
18:00 - 19:00	**VIRTUAL ROOM THU-1** Thursday 09th Oct. **Project Management** ***Chair: Mr Theofanis K. Giotis***
PP-01	AI Driven Project Management ***Theofanis K. Giotis, Panos Chatzipanos***
18:00 - 19:00	**VIRTUAL ROOM THU-2** Thursday 09th Oct. **Extended Abstract Presentations: Systemic Influences** ***Chair: Mr. Elefherios Kakavoulis***
EA-72	Systemic Approaches to Organizational Redesign of a Small Engineering Company ***Michalis Bratitsis***
EA-73	Design and implementation of an efficient Environmental Management System in a Logistic Distribution Center ***Georgios Michail Karampatos***
EA-74	Structural and Dynamic Analysis for the Optimization of Project Management and Human Resources in a Growing Construction Company ***Aikaterini Tsirimpi***
18:00 - 19:00	**VIRTUAL ROOM THU-3** Thursday 09th Oct. **Extended Abstract Presentations: Systemic Influences** ***Chair: Mr. Rallis-Aris Antoniadis***
EA-75	Application of a Systems Approach to the Improvement and Upgrade of an ERP System for Addressing Organizational Dysfunctions in the Enterprise ***Michail Chatziemmanouil***
EA-76	Digital Transformation in Short-Term Rental Industry Using Property Management Software: The Case of XL-Stay ***Dimitris Katsikadis***
EA-77	Organizational Restructuring and Digital Transformation: Bridging Reality, Simulation, and Practice at PGM ***Maria Panousopoulou***

19:00 - 20:30	**KEYNOTE ADDRESSES & PARALLEL SESSIONS**
19:00 - 20:30	**VIRTUAL ROOM THU-1** Thursday 09th Oct. **KEYNOTE ADDRESSES** ***Chair: Prof. Nikitas Assimakopoulos***
KN-09	Overcoming Human Resistance in Decision Making: Applying the Theory of Constraints Thinking Processes ***Spyros Bonatsos***

KN-10	Dealing with Organisational Strategic Complexity through SSM and AI: An Updated Peruvian Application ***Ricardo Rodriguez-Ulloa***
KN-11	System Dynamics model for Economy of Earth and its nations. 2000-2050 ***Alfonso Martínez Valderrama***
19:00 - 20:30 	**VIRTUAL ROOM THU-2** Thursday 09th Oct. **Extended Abstract Presentations: Systems approaches** ***Chair: Mr. Elefherios Kakavoulis***
EA-78	Integrating Systems Methodologies into Human Resources Management for Organizational Viability ***Eleftherios S Kakavoulis***
EA-79	Refreshing a Curriculum in Systems Thinking and Social Systems Designing for Learners in a Graduate Program ***David Ing, Stephen Davies***
EA-80	The Impact of AI on the Development of Telemedicine through Regulation and Practical Approaches. ***Carolina Petraglia***
EA-81	Redefining the Viable Systems Model: Expanding the Role of Leadership in Organizational Viability ***Marilia Charonitaki***
19:00 - 20:30 	**VIRTUAL ROOM THU-3** Thursday 09th Oct. **Extended Abstract Presentations: Applied systemics** ***Chair: Mr. Rallis-Aris Antoniadis***
EA-82	Enhancing Human Resources Management through Internal Corporate Marketing and Emerging Technologies ***Konstantinos Koutsantonis***
EA-83	Digital Entrepreneurship in Times of Global Crisis: An Examination of Entrepreneurial Intentions ***Eleni E. Anastasopoulou, Konstantina K. Agoraki, Georgios A. Deirmentzoglou***
EA-84	The views and attitudes of the primary education educators of the Regional Unit of Arkadia regarding 'internal and external' evaluation (Y.A. 108906/10.09.2021). Opinions, perceptions, problems ***Charalampos Georgiou Kariofyllas, Sokratis Anastasiou Metaxas***
EA-85	Costing after the Implementation of the 54/18 Double-Entry Public Accounting System as a Serious Auditing Tool ***Ilias Anastasios Gerakos***

Program Timetable
Friday 10th October, 2025

10:00 - 12:30	**KEYNOTE ADDRESSES**
10:00 - 12:30 	**VIRTUAL ROOM FRI-1** Friday 10th Oct. **KEYNOTE ADDRESSES** ***Chair: Prof. Nikitas Assimakopoulos***
KN-12	Bridging AI Governance and Collective Intelligence: A Systems Science Approach to Global Challenges ***Yiannis Laouris***
KN-13	A Systemic Framework for Anthropocentric AI: Embedding Ethical Principles into the Future of Human Resources ***Yiannis Michail Kalogerakis***
KN-14	Language Patterns & Behavior Profiling - LAB Profile® ***Alexandra Efthimiadou***
KN-15	Introducing Hackathons as a form of active participatory ESG in the hospitality and transport sectors ***Fotios Zapantis***

16:30 - 18:00	**PROFESSIONAL ROUND TABLE & PARALLEL SESSIONS**
16:30 - 18:00 	**VIRTUAL ROOM FRI - UOP, Amphitheatre** Friday 10th Oct. **PROFESSIONAL PANEL** ***Chair: Prof. Athanasios Kriemadis***
PRT-01	Business transformation through AI and New Technologies ***Athanasios Kriemadis, Costas Vassilakis, Giorgos Lepouras, Christos Tryfonopoulos, Dimitris Spiliotopoulos***
16:30 - 18:00 	**VIRTUAL ROOM FRI - UOP, A1 Room** Friday 10th Oct. **PARALLEL SESSIONS** ***Chair: Dr. Charalampos Kariofyllas***
EA-86	A Next-Generation Business Intelligence for Organizations and Innovative Startups: A Feedback-Driven AI Platform ***Michail Tselepatiotis, Charalampos Kariofyllas, Athanasios Kriemadis, Efthimios Alepis***
EA-87	The Role of AI in revolutionizing the Management of Learning and Education ***Konstantina Kottara, Athanasios Kriemadis***
EA-88	The contribution of AI and BI to startups management ***Charalampos Kariofyllas, Anastasios Kachrimanis, Athanasios Kriemadis, Stelios Zimeras, George Sainis***

EA-89	Digitalization of tax administration and performance management: Developing a diagnostic tool for assessing the performance of European tax administrations. ***Zacharias Dermatis, Charalampos Kalligosfyris, Eleni Kalamara, Athanasios Anastasiou***
16:30 - 18:00	**VIRTUAL ROOM FRI - UOP, B1 Room** Friday 10th Oct. **PARALLEL SESSIONS** ***Chair: Dr. George Sainis***
EA-90	Drawing the link between Human Resource Empowerment as a core element of Total Quality Management and Executives' Coaching and Mentoring. ***Dimitra Kapnisi, Athanasios Kriemadis***
EA-91	Similarities and differences in the management models of traditional and innovative startups in the provision of services ***Charalampos Kariofyllas, Anastasios Kachrimanis, Athanasios Kriemadis, George Sainis***
EA-92	The impact of the external environment on the management and performance of innovative startups ***Charalampos Kariofyllas, Anastasios Kachrimanis, Athanasios Kriemadis, Stelios Zimeras***
EA-93	From Silos to Systems: A Roadmap Framework for Product AI Marketing and HR Integration ***Dimitra Skandali, Ioannis Douridas, Panagiota Antonopoulou***

18:00 - 18:30	**BREAK**

18:30 - 20:00	**PROFESSIONAL ROUND TABLE & PARALLEL SESSIONS**
18:30 - 20:00	**VIRTUAL ROOM FRI - UOP, Amphitheatre** Friday 10th Oct. **PROFESSIONAL PANEL** ***Chair: Assistant Prof. Zacharias Dermatis***
PRT-02	Enhancing competitiveness and resilience of Greek businesses and organizations, based on current research conducted by the Academic staff of the Department of Management Science and Technology ***Athanasios C Kriemadis, Alexandros Kakouris, Zacharias Dermatis, Charalampos Kariofyllas***

18:30 - 20:00	**VIRTUAL ROOM FRI - UOP, A1 Room** **PARALLEL SESSIONS** ***Chair: Associate Prof. Konstantinos Ioannou***	Friday 10th Oct.
EA-94	Challenges in Developing and Implementing Cybersecurity Strategies in Public Administration: A Systematic Review ***Ourania Siorovigka, Athanasios Kriemadis, Konstantinos Ioannou***	
EA-95	Decision making in startups using machine learning methods ***Stelios Zimeras, Athanasios Kriemadis, George Sainis, Charalambos Kariofyllas***	
EA-96	Computational intelligence techniques for startups in management analytics ***Stelios Zimeras, Athanasios Kriemadis, George Sainis, Charalambos Kariofyllas***	
EA-97	Designing Digital HR Ecosystems for Employee Retention: A Systemic Approach to Human–Technology Symbiosis in the Post-COVID Workplace ***Emmanouil Choustoulakis, Dimitris Nikoloudakis, Yannis Pollalis***	
18:30 - 20:00	**VIRTUAL ROOM FRI - UOP, B1 Room** **PARALLEL SESSIONS** ***Chair: Ms Sofia Kotsori***	Friday 10th Oct.
EA-98	STEAM as a Leadership Incubator: The STEAM IDEAS' SQUARE Approach ***Menelaos Sotiriou, Athanasios Kriemadis***	
EA-99	Spiritual Leadership and Organizational Performance: A Multi-Case Study Across Sectors ***Sofia Kotsori, Athanasios Kriemadis, Konstantinos Petrakis***	
EA-100	The digital transformation of Local Government and the contribution of KEP ***Vasiliki Pan Alexopoulou, Theodora Nik Anastopoulou, Maria Geo Deli***	
EA-101	Innovation and digital transformation: digital literacy and skills of grade A΄ Local Government Organizations employees in the Prefecture of Arcadia ***Panagiotis Piteros***	

Program Timetable

Saturday 11th October, 2025

10:00 - 10:30	**LOCAL SALUTATIONS**
10:00 - 10:30 	**VIRTUAL ROOM SAT - UOP, Amphitheatre** Saturday 11th Oct. **SALUTATIONS** ***Chair: Prof. Nikitas Assimakopoulos, Prof. Athanasios Kriemadis***
	Opening and Salutation by **Dr Konstantinos Papadimitriou**, President of the Administrtative Chamber of Greece, Chair of the Conference Organizing Committee and Member of HSSS
	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 **Prof Athanasios (Thanos) Kriemadis**, Chairman of the Dept of Management Science and Technology, University of Peloponnese
10:30 - 12:00	**KEYNOTE ADDRESSES**
10:30 - 12:00 	**VIRTUAL ROOM SAT - UOP, Amphitheatre** Saturday 11th Oct. **KEYNOTE ADDRESSES: Artificial Intelligence in HRM** ***Chair: Prof. Nikitas Assimakopoulos***
KN-16	Artificial Intelligence and Systemic Human Resources Management ***Peter P. Groumpos***
KN-17	Artificial Intelligence Biases in Human Resources Applications and Systemic Approaches for Mitigation ***Panagiotis K. Papaioannou***
KN-18	Emergency Management and Higher Education Practices ***Jenny Pange***
12:00 - 12:30	**BREAK**
12:30 - 14:00	**PROFFESIONAL ROUND TABLES**
12:30 - 14:00 	**VIRTUAL ROOM SAT - UOP, Amphitheatre** Saturday 11th Oct. **PROFFESIONAL ROUND TABLE** ***Chair: Dr Konstantinos Th. Papadimitriou***
PRT-03	Current Issues In Human Resources Management In The Public Sector ***Konstantinos Th. Papadimitriou, Athanasios Kriemadis, Apostolos Papatolias, Sotiria Xristopoulou, Dimitra Tombrou***

12:30 - 14:00	**VIRTUAL ROOM SAT - UOP, A1 Room** **PROFFESIONAL ROUND TABLE** ***Chair: Associate Professor Konstantinos Ioannou***	Saturday 11th Oct.
PRT-04	Challenges and Transformations in Local Government Organizations ***Konstantinos Ioannou***	
14:00 - 14:15	**BREAK**	
14:15 - 15:45	**PROFESSIONAL ROUND TABLE**	
14:15 - 15:45	**VIRTUAL ROOM SAT - UOP, Amphitheatre** **PROFESSIONAL ROUND TABLE** ***Chair: Dimitrios S. Varsos***	Saturday 11th Oct.
PRT-05	Rethinking Human Resources Management through Systems Thinking and Technological Innovation ***Dimitrios S. Varsos***	
15:45 - 16:00	**CLOSING CEREMONY CSAP CERTIFICATIONS**	

Keynote Addresses

KN-01

Origins And Evolution Of The People Science Of Structured Deliberative Democracy

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ABSTRACT

In a world increasingly driven by Volatility, Uncertainty, Complexity, and Ambiguity (VUCA), the integration of Artificial Intelligence (AI) into democratic processes represents both an immense opportunity and a significant challenge.

One promising framework for harnessing this potential lies in the Co-laboratory of Democracy—a participatory, dialogue-based methodology designed to bring together diverse stakeholders in structured, systemic reflection and decision-making. Rooted in second-order cybernetics, the Co-laboratory phase of Structured Deliberative Democracy (SDD), facilitates collective meaning-making through disciplined dialogue, iterative learning, and respect for authentic human distinctions.

When thoughtfully integrated, AI can significantly enhance this process, but only when guided by the Six Laws of SDD, i.e., Requisite Variety, Requisite Parsimony, Requisite Saliency, Requisite Meaning, Requisite Authenticity, and Requisite Learning.The management of human resouresed in organizations should take advantage of the six Laws of the Science of Dialogic Design (SDD).

The story from an application of SDD with the Cyprus Academy for Public Administration (CAPA), focusing on the merging of two departments in an organization, will be discussed.

KEYWORDS: Volatility, Uncertainty, Complexity, and Ambiguity (VUCA), Artificial Intelligence (AI), Structured Deliberative Democracy (SDD)

SCHEDULING:

Wednesday 08th October, 2025	10:15 - 11:45	VIRTUAL ROOM WED-1	EN

KN-02

Transcending Systems Thinking: Critical Systems Integration

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ABSTRACT

Systems thinking is a promise of wholeness and agency. It appears as the right approach to meet the challenges of the Anthropocene. Yet, to keep its promise, systems thinking needs to critically review itself, the wholeness it integrates and the sense of agency it in-forms and forms.

Transcending systems thinking is a continuous process of critical systems integration. Since the 1980s, this process of further integrating systems thinking in the mirror of complex (organisational) practice has been Mike Jackson's Critical Systems Thinking research agenda.

Today, in light of the demands of systems change vocalised by a young generation of activists and campaigners, but more so in the mirror of research in metamorphic transformation, a next chapter of critical systems integration is due. Widening the gaze and revisiting its philosophical foundations, critical systems integration dissolves distinctions in a quest for meaning and purpose and transcends in a metamodern turn the axiological struggle of the critical school.

Critical systems integration embraces a wider range of lived experiences, allowing itself to include the formerly excluded. It finds its confluence in a shared understanding growing from co-reflected lived experiences. In the Tamkeen experience of metamorphic transformation in Morocco, systems thinking mirrors itself and the challenges of the generation systems change growing out of itself, from itself, into itself; and finally, it needs to answer the ultimate critical question: what's love got to do with it?

KEYWORDS: metamodern turn | metamodernity | metamorphic transformation | ontoepistemology | Tamkeen experience

SCHEDULING:

Wednesday 08th October, 2025	10:15 - 11:45	VIRTUAL ROOM WED-1	EN

KN-03

Systems Management in Modern HRM

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ABSTRACT

Systems management in modern human resource management (HRM) is a dynamic approach that goes far beyond traditional, analytical approaches to managing people and processes in organisations. At the heart of this approach is a gradual change in the philosophy of employees, which means that the importance of intrinsic satisfaction, motivation and the conscious role of the individual in the development of the company is increasingly emphasised, rather than the mere formal performance of tasks and routines. Employees should become co-responsible for building and maintaining quality relationships inside and outside the organisation, which is directly linked to the growth of trust and personal responsibility for the impact of their work.

An important view of systems management is a shift from analytical thinking, which often fragments problems and treats them in isolation, to systems thinking, which promotes a holistic understanding of self, colleagues and the environment as a whole. This shift leads employees to greater personal satisfaction as they look for links and cause-and-effect relationships between the different elements of the organisational system; this emphasises the importance of interconnectedness and interdependence, which offers the individual a sense of personal freedom and encourages continuous growth and development.

The creation of trust in the company is not only the result of good management. Still, it becomes the basis for the personal responsibility of employees and their understanding of the importance of systems thinking. In this context, systems thinking is closely intertwined with strategic, sustainable and creative thinking. The approach, therefore, encourages employees to replace the daily routine with creativity and innovative contribution, in which intrinsic self-motivation develops; this leads to co-creative relationships where each individual consciously markets the company and its image externally.

In this context, the systems thinking principles also have a useful value in everyday life, as they allow the identification of the "big picture" and the key mechanisms that drive the company's progress. Practical studies and experience highlight that systems thinking and the introduction of systems management help to improve organisational processes, increase employee engagement and create an innovative, flexible and sustainable organisational culture.

We can conclude that systems leadership in HRM strengthens the link between the individual and the company, creates conditions for continuous learning and collaboration, and promotes the development of holistic, sustainable solutions in modern organisations.

KEYWORDS: Systems thinking, analytic and systems consciousness, systems principles, management, HRM

SCHEDULING:

Wednesday 08th October, 2025	12:00 - 13:30	VIRTUAL ROOM WED-1	EN

KN-04

Reflections on CR and CSH: The Possibility of Another Boundary

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ABSTRACT

Critical Systems Heuristics has been practised in its current form since 1983. Werner Ulrich developed it based on the work of C. West Churchman from the 1970s. Since then, the work on Bhaskar in Critical Realism has been adopted in many areas where CSH has been used traditionally. These include business schools, human resource management, information systems, and the education departments.

This keynote offers a reflection on Critical Realism, examining the potential for incorporating some of its ideas into Critical Systems Heuristics without compromising the core principles of CSH. Adopting ideas into Critical Systems Heuristics should be done within the structure initially designed by Churchman, then extended by Ulrich to create a comprehensive list that guides sense-making in problem situations.

Analysis of Critical Realism led to the consideration of a third boundary, complementary to the two boundaries described by Churchman and Ulrich. The keynote ends with practical implications of a third boundary for the composition of critical systems heuristics. We demonstrate these theoretical ideas with a practical example in human resource management and new technology to show and justify the extension of critical systems heuristics.

KEYWORDS: Critical Systems Heuristics, Boundary Critique, Critical Realism, Human Resource Management, Digital Transformation

SCHEDULING:

Wednesday 08th October, 2025	12:00 - 13:30	VIRTUAL ROOM WED-1	EN

KN-05

Contemporary emotion science and systems thinking – a paradigm shift?

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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.

SCHEDULING:

Thursday 09th October, 2025	10:00 - 11:45	VIRTUAL ROOM THU-1	EN

KN-06

BIMA for Peace Foundation: Bridging Intelligence, Mindfulness, and Awareness for Regenerative Peacebuilding

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ABSTRACT

In an era marked by escalating conflict, ecological collapse, and cultural fragmentation, conventional peacebuilding frameworks—often shaped by linear, Western models—struggle to provide lasting solutions. They deliver treaties but rarely cultivate reconciliation, producing fragile settlements vulnerable to collapse. This keynote introduces the BIMA Framework—Bridging Intelligence, Mindfulness, and Awareness—as a regenerative alternative to linear approaches.

BIMA positions peace not as the suspension of conflict but as a living, spiralling system of renewal, dialogue, and integration. Drawing on traditions such as Ubuntu, Tri Hita Karana, Wu Wei, Dreamtime, and Pancasila, alongside advanced systemic tools including artificial intelligence, blockchain, and Storypathways, BIMA offers a pluralist architecture of peace. The BIMA for Peace Foundation embodies this vision as both think-tank and action-lab, creating pathways where local wisdom converges with global science and technology.

Through case applications in ASEAN, Africa, Indigenous Australia, the Middle East, and diaspora communities, the keynote demonstrates how the spiral model transforms peace from a fragile outcome into a regenerative process. It argues that by weaving together intelligence (systemic insight), mindfulness (ethical grounding), and awareness (collective consent), humanity can build living systems of peace capable of withstanding the crises of the twenty-first century.

KEYWORDS: BIMA, Bridging Intelligence, Mindfulness, Regenerative Peacebuilding

SCHEDULING:

Thursday 09th October, 2025	10:00 - 11:45	VIRTUAL ROOM THU-1	EN

KN-07

Empowerment of Human Resources in the Age of Artificial Intelligence: Synergy, Strategy, and Sustainability

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ABSTRACT

The integration of artificial intelligence into human resources practices has notably transformed conventional norms, ushering in remarkable prospects alongside meaningful ethical hurdles. Artificial intelligence (AI) has emerged as a transformative force reshaping how organizations recruit, develop, assess and retain talent. The adoption of AI spans resume screening, predictive modeling, chatbots and adaptive learning platforms, enabling companies to streamline procedures and refine decision making.

Purpose of the Study
This paper explores how AI can empower HR professionals and employees, augmenting judgment, knowledge, inclusion and autonomy while mitigating hazards such as de-skilling, prejudice and surveillance based on empirical case studies. The study addresses three research questions:
(a)How can AI enhance empowerment within HR?
(b)What risks threaten such empowerment? and
(c)What strategic measures can ensure sustainable, human-centered progress?

Empirical Case Studies

Unilever has integrated AI into its hiring process, evaluating applicants using gamified test and analyzed video interviews. This system resulted in a more diverse candidate pool and a 75% reduction in hiring time. Final interviews are still conducted by human recruiters, who combine human judgement with AI efficiency.

One excellent illustration of AI supporting individualized growth is IBM's "My Learning" platform. It evaluates data on employee performance and suggests customized training courses. Platform users demonstrate greater engagement and skill learning, which supports organizational and individual development.

The "Assist" chatbox from Intuit assists staff members with HRM procedures like policy inquiries, benefits enrollment, and onboarding. The technology decreased HRM support requests, increased employee satisfaction by 20%, and gave HRM professionals more time to concentrate on strategic projects. This illustrates how AI may improve HR effectiveness and employee experience.

Discussion and Conclusions

Although it is not a given, AI has a great deal of potential to empower employees. Careful thought must be given to AI's dual potential as a facilitator and a disruptor. AI enhances decision making, promotes inclusive behaviors and fortifies employee autonomy when applied with moral foresight. To make sure AI integration promotes empowerment, this study suggests a framework based on ethical design, capacity building, governance, and leadership. AI may be a potent ally in establishing more efficient and compassionate workplaces when these ideas are put into practice, as demonstrated by case studies from IBM, Unilever, and Intuit. Future studies should look at this framework's cross-sectoral applications and explore the long-term effects of AI on empowerment metrics including performance, trust, and job satisfaction. To create policies and curriculum that encourage the ethical and inclusive deployment of AI in HRM situations, policy makers and educators should work together.

KEYWORDS: Human resources management, empowerment, Artificial Intelligence, workforce transformation, ethics, organizational strategy

SCHEDULING:

Thursday 09th October, 2025	11:45 - 13:15	VIRTUAL ROOM THU-1	EN

KN-08

Bias, Fairness, and Transparency in Human Resources Recruitment Using Artificial Intelligence

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ABSTRACT

This keynote addresses the ethical implications of adopting Artificial Intelligence (AI) in Human Resource Management (HRM), specifically in the area of recruitment and hiring. An increasing number of companies are resorting to automated means in an attempt to meet their HRM needs. Decisions made in relation to the adoption of AI technologies are under the ambit of ethical and legal considerations. Such usages necessitate examination of such considerations as algorithmic bias, fairness, transparency, and explainability. These issues are analyzed in terms of how bias can be introduced into AI systems, focusing on the consequences for hiring decisions. Several strategies are presented that enhance transparency as a key condition for building trust and accountability. The topic overview concludes with proposals and policy approaches for the ethical use of AI in the HRM space.

KEYWORDS: Artificial Intelligence, Algorithmic Bias, Recruitment, Fairness, Transparency, Explainable AI, Human Resources

SCHEDULING:

Thursday 09th October, 2025	11:45 - 13:15	VIRTUAL ROOM THU-1	EN

KN-09

Overcoming Human Resistance in Decision Making: Applying the Theory of Constraints Thinking Processes

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ABSTRACT

Change efforts in organizations frequently encounter resistance—even when the proposed solutions promise benefits for everyone involved. Within the Theory of Constraints (TOC), resistance is not viewed as irrational opposition but as a structured process that must be understood and addressed systematically. Building on Eliyahu Goldratt's three guiding questions—What to change? What to change to? How to cause the change?—Dr. Efrat Goldratt-Ashlag developed the "Layers of Resistance," which describe the predictable sequence of objections people raise when confronted with change.

Through this keynote, participants will explore how these Layers—ranging from denial that a problem exists, through disagreements on solutions, to concerns about risks and psychological barriers—can be navigated with clarity and empathy. Instead of treating resistance as a roadblock, the TOC approach turns it into a diagnostic guide for building genuine buy-in.

This session will demonstrate how the TOC Logical Thinking Process (LTP) tools provide practical support at each stage. The Current Reality Tree helps establish consensus on the real problem; the Evaporating Cloud uncovers hidden assumptions behind conflicts; the Future Reality Tree illustrates how solutions achieve the desired effects while preventing negative outcomes; and the Negative Branch Reservation anticipates harmful side effects. Importantly, the Goal Tree offers a positive perspective—a structured search for the "pot of gold"—by defining the conditions required to achieve the system's overarching objective. By combining the Layers of Resistance with these TOC tools, leaders and practitioners can move from resistance to commitment, creating alignment, ownership, and sustainable results. This session will provide participants with a clear framework for managing human concerns in decision making and for transforming resistance into lasting collaboration.

KEYWORDS: Theory of Constraints, Layers of Resistance, Thinking Processes, Decision Making, Change Management, Goal Tree

SCHEDULING:

Thursday 09th October, 2025	19:00 - 20:30	VIRTUAL ROOM THU-1	EN

KN-10

Dealing with Organisational Strategic Complexity through SSM and AI: An Updated Peruvian Application

Prof. Ricardo Rodriguez-Ulloa, MA. MUBP, MBA (DS&A).
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ABSTRACT

This paper revisits a Peruvian experience that integrated Soft Systems Methodology (SSM) with AI-enabled, qualitative multi-criteria expert systems to design and operate an Intelligent Decisions Room for a private business group, and updates it conceptually for today's digitally connected context. SSM—drawing on Checkland's stream (root definitions, conceptual models) and Wilson's variant (Issue-Based and Primary Task Analysis)—was used to clarify the organisation's primary task, performance measures, and culturally feasible change pathways amid high uncertainty. These systemic outputs were encoded in Decision Expert (DEX/DEXi) models (semantic trees, qualitative attributes, and rule-based utility functions), operationalising strategic evaluation and learning within a socio-technical environment purpose-built for collective sense-making and decision-making.

Methodologically, SSM structured an ill-defined, multi-stakeholder situation into explicit conceptual models and performance parameters, while DEX/DEXi transformed managerial tacit knowledge into transparent rule sets to evaluate activities and management areas and to surface problematic nodes for intervention. The Decisions Room's techno-ergonomic and cultural design—training in systems thinking, expert systems, and deliberation—helped convert initial managerial resistance into participation and iterative refinement of decision rules, consolidating a learning organisation dynamic.

A key update is the extension from a physical Decisions Room to Virtual Decision Rooms (VDRs). Contemporary digital infrastructures enable geographically dispersed stakeholders to engage synchronously and asynchronously with systemic models and expert-system evaluations. Evidence from recent work on virtual/immersive group decision-making, online group-model-building, and remote participatory research shows that well-designed virtual environments can sustain convergence, transparency, and inclusion, while reducing logistical barriers and enhancing resilience in turbulent contexts. These developments align with the Decisions Room's original intent—to couple systemic rigor with participatory intelligence—and scale it globally, blending socio-technical design with human–AI collaboration principles.

Finally, advances in AI-integrated decision support and qualitative MCDA further strengthen the bridge between qualitative structuring and computational evaluation—expanding options analysis, explicability, and sensitivity testing while keeping stakeholder meaning central. The updated Peruvian case thus illustrates a

replicable pathway: use SSM (Checkland + Wilson) to secure cultural feasibility and systemic clarity; encode the logic in DEX/DEXi for transparent evaluation; and deploy (virtual) Decision Rooms to institutionalise participatory, learning-oriented strategic management.

KEYWORDS: Soft Systems Methodology; Artificial Intelligence; Expert Systems; Strategic Management; Organizational Learning; Virtual Decision Rooms

SCHEDULING:

Thursday 09th October, 2025	19:00 - 20:30	VIRTUAL ROOM THU-1	EN

KN-11

System Dynamics model for Economy of Earth and its nations. 2000-2050

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ABSTRACT

This system dynamics model estimates, in a interrelated and endogenous way, the GDP components of 76 mayor nations of the Earth. Gross Domestic Product components are estimated with the expenditure approach, with near 800 elements estimated for each nation. There are 194 countries considered, including each of the nations modelled and 27 geographical zones. For those nations with detailed data on direct foreign and domestic investment by country, another 400 flows are estimated. All international flows are estimated with modified 'economic gravity' formulation.

A much more expanded multi-sectoral model is developed for Spain, with 62 economic activities. Macroeconomic modules estimate Gross Domestic Product via income approach and offer approach. Both Production and Gross Value Added by activity are estimated with Leontief formulation. There is another module for the estimation of Gross National Available Income and the distribution of household's incomes. There are demographic modules for Population by sex, age group, educational level and income decil; for Households by size category and level of wealth; and for Enterprises by economic activity and number of employees.

Labour market module estimates demand and supply of jobs by economic activity. Job demand is determined by the working hours demanded for the estimated economic output while job supply is determined by economically active population, calculated in the demographic module. Public Sector modules incorporate expenses and incomes of the planned/ executed budget, with a wide breakdown of budgetary concepts that link public policies with the rest of the economy.

Detailed Environmental modules distinguish between Gases Emissions of three types, final energies Consumptions for eight types of power, treated water Consumption, and solid waste generation for twelve classes and two types of hazard. The model differentiates between economic and households activities.

KEYWORDS: 'economic gravity' model, Leontief formulation, multi-sectoral model, system dynamics, international flows, environmental outcomes, greenhouse effect gas

SCHEDULING:

Thursday 09th October, 2025	19:00 - 20:30	VIRTUAL ROOM THU-1	EN

KN-12

Bridging AI Governance and Collective Intelligence: A Systems Science Approach to Global Challenges

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ABSTRACT

This contribution presents two complementary advances at the intersection of AI governance and systems-based participatory methodologies. The first study applies Interpretive Structural Modelling (ISM) to the United Nations' Resolution A/78/L.49 on AI, revealing a deeply interdependent structure among its thirteen recommendations. Through structured democratic dialogue (SDD), expert participants identified leverage points, such as raising public awareness and establishing governance frameworks, as foundational to enacting the rest. The second study evaluates the integration of a ChatGPT-powered AI assistant within an SDD process, exploring its capacity to enhance participant contributions by making them SMARTer (Specific, Measurable, Assignable, Relevant, Time-bounded). Results suggest that AI-enhanced deliberation improves the clarity and impact of ideas while preserving stakeholder autonomy. Together, these studies demonstrate how systems science tools, e.g., ISM, SDD, and AI augmentation, can synergistically support more effective policy prioritization and democratic engagement in the face of complex socio-technical challenges. The work also responds to the urgent need to scale up deliberative democracy, integrating human wisdom with machine intelligence to inform inclusive, ethical AI governance. Insights are relevant for scholars, technologists, and policymakers exploring the design of participatory, future-proof institutions.

KEYWORDS: AI, Structured Democratic Dialogue, SMARTer (Specific, Measurable, Assignable, Relevant, Time-bounded)

SCHEDULING:

Friday 10th October, 2025	10:00 - 12:30	VIRTUAL ROOM FRI-1	GR

KN-13

A Systemic Framework for Anthropocentric AI: Embedding Ethical Principles into the Future of Human Resources

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ABSTRACT

The arrival of Artificial Intelligence (AI) in Human Resources marks far more than a technological upgrade. It signals a profound shift in how organizations attract, develop, and care for their people. Yet, many of today's applications are guided mainly by efficiency and cost reduction, often at the expense of human dignity, fairness, and trust. If left unchecked, this technocentric mindset risks reducing HR to a set of algorithms, dehumanizing the very workplace it was created to serve.

This paper puts forward an Anthropocentric, systemic model of AI in HR, one that respects the complexity of organizations and keeps human beings at the center. In this vision, AI is not a replacement for human judgment but a partner that strengthens it, offering HR professionals the ability to make decisions that are more strategic, equitable, and grounded in values.

The model is built on four interdependent pillars:
1. TRANSPARENCY & EXPLAINABILITY, so that AI-driven decisions can be understood and challenged.
2. FAIRNESS & BIAS MITIGATION, requiring continuous monitoring and diverse data stewardship.
3. HUMAN AUGMENTATION & COLLABORATION, designing systems that enhance empathy, creativity, and leadership rather than diminish them.
4. PRIVACY & EMPLOYEE AGENCY, giving individuals meaningful control over their data and its use.

We argue that the HR department of the future must evolve into a strategic culture architect, shaping the dialogue between humans and technology. By adopting this systemic and ethically grounded approach, organizations can move beyond "smarter" systems to create HR practices that are also fairer, wiser, and more human, aligning technological progress with the enduring values of dignity, inclusivity, and trust.

KEYWORDS: Anthropocentric AI, Ethical Artificial Intelligence, Systemic HR Management, Future of Work, Bias Mitigation, Human-AI Collaboration, Digital Ethics.

SCHEDULING:

Friday 10th October, 2025	10:00 - 12:30	VIRTUAL ROOM FRI-1	GR

KN-14

Language Patterns & Behavior Profiling - LAB Profile®

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ABSTRACT

Not wasting time and money in hiring without acquiring the expected return on investment from the people, maintaining people's motivation and engagement, coping with Gen Z special traits, are some of the issues current businesses face.

In addition, the business people run with 400 klm/hour, need to be able to make decisions fast, identify how the others think, pass their messages across efficiently to clients& colleagues, outstand in achieving their goals and make the difference for themselves at the workplace.

In this realm, HR Departments need to blaze their strategic presence path with innovative approaches to efficiently support their role's demands.

The LAB Profile® is a psycho-linguistic systemic approach that offers a structured way to:
• Go beyond language (meta) , identify patterns the people use when talk and how they can predict their behavior in a given cotnext
• Understand what really motivates people and how to reach them, attract them, at minimum effort and time
• Understand how situations affect people’s motivation and behavior and how to quickly discover what is really important to people in a given situation
• Discover the “Words that Change Minds” to communicate effectively with people from diverse cultures and generations and keep them engaged
• Offer to the people in the organization tools to prevent, avoid and solve problems with people’s behaviors
• Use the right influencing language to increase positive responses and decrease misunderstandings
• Identify the language needed to help people be less resistant to change and make suggestions that have impact

KEYWORDS: LAB Profile, Words that Change Minds, Meta Programs, Synolic model

SCHEDULING:

Friday 10th October, 2025	10:00 - 12:30	VIRTUAL ROOM FRI-1	GR

KN-15

Introducing Hackathons as a form of active participatory ESG in the hospitality and transport sectors

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ABSTRACT

Environmental, Social, and Governance (ESG) frameworks are becoming central to corporate strategy, particularly in sectors with high environmental footprints and complex stakeholder ecosystems, such as hospitality and transport. Traditional ESG approaches often rely on top-down initiatives, standardized reporting, and compliance-based mechanisms. However, the need for more agile, inclusive, and innovation-driven approaches has catalyzed interest in participatory methods. This paper introduces hackathons—intensive, time-bound, problem-solving events—as a novel, active form of ESG engagement tailored for the hospitality and transport sectors.

We argue that hackathons serve as platforms for fostering stakeholder collaboration, accelerating sustainable innovation, and embedding ESG values into organizational culture. Drawing from case studies and pilot programs conducted across hospitality groups and urban transport authorities, this study demonstrates how hackathons can effectively mobilize cross-functional teams, including employees, customers, community members, NGOs, and regulators, to co-create solutions aligned with ESG priorities.

The research outlines a structured framework for implementing ESG-focused hackathons, detailing stages from challenge identification and stakeholder mapping to outcome integration and impact measurement. We examine the types of ESG issues best addressed through hackathons, such as reducing carbon emissions, improving accessibility, enhancing labor practices, and optimizing resource efficiency. Additionally, we explore the role of digital platforms, partnerships, and data-sharing in enhancing the reach and efficacy of hackathon initiatives.

Our findings indicate that participatory events like hackathons increase transparency, democratize problem-solving, and accelerate ESG adoption by embedding accountability and creativity within corporate structures. In hospitality, hackathons have led to innovative guest sustainability experiences, improved energy management systems, and socially inclusive service models. In transport, they have enabled low-carbon mobility solutions, real-time passenger feedback loops, and community-led safety enhancements.

This paper concludes by positioning ESG hackathons not merely as innovation exercises, but as strategic ESG governance tools that can shift organizational mindsets from compliance to co-creation. We advocate for their broader adoption and institutionalization as part of sector-wide sustainability transitions and ESG reporting frameworks.

KEYWORDS: ESG, hackathons, participatory innovation, sustainability, hospitality industry, transport sector, stakeholder engagement, corporate governance

SCHEDULING:

Friday 10th October, 2025	10:00 - 12:30	VIRTUAL ROOM FRI-1	GR

KN-16

Artificial Intelligence and Systemic Human Resources Management

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ABSTRACT

Artificial Intelligence (AI) will definitely cause our workforce to evolve. The transformative impact of Artificial Intelligence (AI) on our society will have far-reaching economic, legal, political and regulatory implications that we need to be discussing and preparing for. In today's competitive landscape, AI adoption in human resources management (HRM) is no longer optional. With capabilities like automation, machine learning, and predictive analytics, AI tools allow HRM professionals to reduce the time spent on repetitive tasks and focus on high-impact activities

Artificial intelligence (AI) transforms systemic human resources management (SHRM) by automating tasks, improving data-driven decision-making, personalizing employee experiences, and enhancing strategic planning across all HRM functions, from recruitment to performance management and employee development. AI analyzes vast datasets to predict workforce needs, optimize talent acquisition, deliver tailored training, and foster a more engaged workforce, thereby increasing organizational efficiency and strategic value. However, the implementation of AI in HRM also introduces challenges, including ethical considerations around data bias, privacy, and the need to maintain the essential human element in HR practices. Thus to approach this challenging problem in HRM in a systemic approach, we need to study wisely the systemic human resources management (SHRM) problem.

To use AI randomly in HRM is not going to give us useful results. We need to approach this problem with wisdom. Wisdom, is the capacity for applying knowledge to achieve what is truly good and valuable for oneself and others, encompassing understanding, discernment, and a concern for the common good. Without this ethical framework, advancements in science can lead to harmful consequences, such as environmental degradation, mismanage of human resources, warfare, or a loss of humanity.

The concept of wisdom in human resources management (HRM) isn't explicitly detailed in the search results, but it can be inferred as the application of knowledge, experience, and sound judgment to address key HRM challenges like talent acquisition and retention, fostering employee engagement, driving training and development, navigating regulatory compliance, and managing organizational change. These challenges require a thoughtful, data-informed, and strategic approach to create effective, thriving workplaces.

In this keynote presentation the above challenging issues will be addressed and analyzed with wisdom. The new concept of cybernetic artificial intelligence (CAI) will be the used to explain how systemic theories can be used wisely in solving various problems of systemic human resources management (SHRM).

KEYWORDS: Artificial Intelligence, Human Resources Management, Systemic Human Resources Management, Wisdom in Human Resources Management

SCHEDULING:

Saturday 11th October, 2025	10:30 - 12:00	VIRTUAL ROOM SAT - UOP, Amphit	GR

KN-17

Artificial Intelligence Biases in Human Resources Applications and Systemic Approaches for Mitigation

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ABSTRACT

Artificial Intelligence (AI) is increasingly integrated into Human Resources (HR) processes such as recruiting and screening processes, performance evaluation, workforce analytics and employee training. The immediate benefits include improved performance of the above functions, discovery of knowledge contained in these processes and support for decision-making in the field of HR. However, numerous issues related to AI ethics arise when employing these technologies. Examples include biases and discrimination, transparency, accountability, privacy and security. This study explores the sources of AI bias in HR - data bias, model bias, and deployment bias - their impacts in the organisation, some basic approaches to mitigate these issues, and the role of systems approaches as a framework to navigate the overall complexity.

Addressing AI bias is a complex socio-technical challenge requiring interdisciplinary collaboration. The mitigation approach usually includes techniques like anonymised data for hiring, fairness-aware algorithms, diverse training datasets, explainable AI, and regular audits. To ensure stakeholder engagement, ethical oversight and legal compliance, all these technical measures need to be integrated using a robust AI governance framework. Essential parts of a governance model for responsible AI deployment are lifecycle oversight, risk tiering, and a human-in-the-loop protocol.

The Systemic Approach deals with problematic situations starting from the whole rather than the parts. It focuses on the relations among the elements and the effect of feedback loops in the behaviour of the whole system. Soft Systems Methodology (SSM), a fundamental systemic approach, is employed to structure the issue of AI bias in HR. The CATWOE statement identifies key stakeholders, transformation processes, and environmental constraints while specific conceptual models are developed to support continuous bias detection, stakeholder feedback, root cause analysis, corrective actions, and organisational learning. These models emphasise transparency, inclusivity, and adaptability.

By integrating SSM with technical and governance strategies, organisations can move beyond reactive fixes toward systemic, ethical, and sustainable AI practices in HR. The study concludes that the future of fair AI in HR lies not only in more innovative algorithms but in smarter systems designed and governed with human values at the core.

KEYWORDS: Artificial Intelligence, Systemic Approaches, Soft Systems Methodology

SCHEDULING:

Saturday 11th October, 2025	10:30 - 12:00	VIRTUAL ROOM SAT - UOP, Amphit	GR

KN-18

Emergency Management and Higher Education Practices

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ABSTRACT

The escalating frequency and intensity of crises—encompassing natural hazards, pandemics, armed conflicts, and technological disruptions—present profound challenges to higher education systems globally. Within the context of the ERASMUS initiative on Disaster Resilient Universities (DRU), a conceptual and operational framework is aiming to enhance institutional capacities across the four phases of emergency management: prevention, preparedness, response, and recovery. Informed by systemic studies of emergency management and higher education practices, this presentation identifies core components of resilience, including comprehensive emergency and continuity of operations planning, effective leadership and governance, robust crisis communication, and strategic community partnerships. Establishing a culture of preparedness through training programs, first aid education, and curriculum integration is essential to ensuring continuity of teaching and learning with minimal disruption. Beyond safeguarding campus communities, universities play a pivotal role in knowledge production, climate change research, social responsibility, and international collaboration. However, persistent challenges—such as the digital divide, institutional resistance to change, and the psychological impacts of crises—underscore the complexity of building resilience. A multidisciplinary and collaborative approach, grounded in both local engagement and global networks, is therefore indispensable for advancing sustainable, adaptive, and inclusive higher education. Ultimately, DRUs are envisioned not merely as secure learning environments but as transformative agents capable of contributing to societal resilience, peacebuilding, and human flourishing in the face of 21st-century crises.

KEYWORDS: Disaster resilience, Universities, operational framework, management, learning environment

SCHEDULING:

Saturday 11th October, 2025	10:30 - 12:00	VIRTUAL ROOM SAT - UOP, Amphit	GR

Professional Panel

PP-01

AI Driven Project Management

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ABSTRACT

The world is undergoing rapid transformation driven by technological advancements and Artificial Intelligence. This affects all business sectors, including projects and project management.

This professional panel on AI-Driven Project Management features leading voices from the fields of technology, business, and project leadership. This event will highlight how artificial intelligence is transforming the way organizations plan, manage, and deliver projects in an increasingly complex and fast-paced environment.

Our panelists will share insights into the practical applications of AI in project management, including how advanced tools enhance decision-making, optimize resources, and improve risk assessment. By going beyond simple automation, AI is enabling predictive capabilities that allow teams to anticipate challenges and adapt their strategies with agility. Attendees will gain a deeper understanding of how these innovations can empower both project managers and organizations.

The discussion will also explore the broader implications of AI adoption—from ethical considerations to workforce adaptation and the evolving relationship between human expertise and machine intelligence. By bringing together diverse perspectives, the panel aims to provide actionable insights and spark a dialogue that will guide the future of project management in the era of artificial intelligence.

Professional Panel Speakers

Theofanis Giotis, MSc, PhD c., CSAP, PMI (CAPM, PMP, ACP, PBA, PfMP, DASM, DASSM, DAVSC, DAC), CSM/CSP, MCT, PRINCE2P 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 currently provides his expertise on transformational change, on strategic portfolio management and on the management of large infrastructure projects, globally. He is a principal of PMO Advisory, Inc., New Jersey, USA. He is the Editor and Co-author of a book published by PMI in 2017 on the Implementation of Portfolio Management and the Co-author of 5 PMI Standards (2014-2019). Founding member of the American Academy of Water Resources Engineers, a D.WRE, and a Fellow of ASCE. President of PMI Greece-Chapter and President of the American Society of Civil Engineers (ASCE), Hellenic Section.

KEYWORDS: AI, Project Management

SCHEDULING:

Thursday 09th October, 2025	18:00 - 19:00	VIRTUAL ROOM THU-1	GR

Professional Round Table

PRT-01

Business transformation through AI and New Technologies

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Prof Giorgos Lepouras, PhD
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Prof Christos Tryfonopoulos, PhD
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Prof Dimitris Spiliotopoulos, PhD
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ABSTRACT

Professor Costas Vassilakis will outline how AI tools and new technologies can transform and support the complete business value chain. From end to end, AI can act like a smart interconnection fabric across the complete business value chain and new technologies can supplement the processes with efficient means for their execution. In R&D and product design, accelerates product discovery can be accelerated through generative design and virtual simulation. In procurement and inbound logistics, supply risks can be predicted and supplier mix can be optimized using real-time market signals. In the production line, autonomous scheduling can be promoted and cyber-physical systems can be used, including the production pipeline and quality-inspection vision systems, while predictive maintenance reduces downtime. In outbound logistics, can be refined to cut fuel usage and carbon, adjusting to weather, traffic, and demand spikes. In the marketing and sales domain, campaigns can be personalized, pricing can be adjusted, and recommendations at segment-of-one granularity can be formulated, while churn signals can be spotted early. And in after-sales service, AI and new technologies can fuel self-healing software, conversational support bots, and sentiment analytics that feed learnings back into the next product iteration—creating a data-loop that keeps every stage learning from the rest and cumulatively amplifies profit, resilience, and customer delight.

Professor Giorgos Lepouras will analyze the role of human computer interaction, user interface design and user experience for business transformation

through AI and new technologies. Main key points include how to (a) enhance user adoption and engagement, (b) optimize efficiency and productivity and (c) drive customer centric innovation. Well-designed interfaces and experiences reduce the learning curve, increase trust in AI systems, and encourage widespread adoption, which is essential for businesses to realize the full potential of technological investments. By creating intuitive workflows and clear visualizations (e.g., for AI-generated insights), these disciplines enable employees and customers to leverage technology efficiently, boosting productivity and operational transformation. UX research and HCI principles help businesses understand user behaviors, preferences, and points requiring attention. This insight informs the development of AI solutions that deliver personalized, seamless experiences, fostering customer loyalty and competitive differentiation in digital transformation initiatives.

Professor Dimitris Spiliotopoulos will present a discussion topic on "Reimagining Parliament in the Digital Age: Pathways to Smarter, More Participatory Governance"
As societies become more data-driven and citizen expectations rise, the role of parliament must evolve beyond traditional procedures and static digitalization. This talk presents a forward-looking perspective on how new technologies—ranging from artificial intelligence and semantic systems to open data platforms—can support more responsive, inclusive, and effective legislative processes.
Drawing on recent applied research and fieldwork from European digital transformation initiatives, the presenter will introduce the ParlTech framework and key findings from studies involving members of parliament, staff, and civic actors. These efforts examine how institutions can adopt innovative tools not only to modernize internal operations, but also to enable meaningful citizen participation and evidence-based decision making.
With a strong emphasis on usability, trust, and institutional readiness, the presentation outlines practical steps toward building parliaments that are not just digital, but intelligent—open to dialogue, adaptable to change, and rooted in democratic legitimacy.

Professor Christos Tryfonopoulos will outline how to leverage cutting-edge technologies, such as artificial intelligence (AI), machine learning (ML), large language models (LLMs), blockchains, big data management, and open data to revolutionize the way goods and people are transported and managed. Using the ENIRISST national research infrastructure as a working example, he will discuss how advanced AI/ML methods will be used to optimize planning, predict demand, streamline the interaction with various services and enhance logistics/transport operations, leading to improved decision-making and predictable events/resource requirements. He will also focus on how (i) advanced big data analytics are used to analyze historical/emerging data on-the-fly and lead to optimized operational efficiency, (ii) the integration of open data sources fosters collaboration, enhances decision-making, and promotes interoperability, and (iii) how blockchain is used to ensure secure/transparent transaction processing, automate agreements and improve data/traceability in existing services.

Professor Athanasios Kriemadis will explore two issues facing contemporary businesses and organizations: (a) how they continually improve their business

processes using new technologies such as the Six Sigma methodology, developed by Motorola, Inc., and the Lean Management, developed by Toyota, and (b) how they integrate the Enterprise Resource Planning (ERP) / Customer Relationship Management (CRM) systems with AI in order to operate more efficiently and effectively the various management functions such as Financial management, marketing management, production management, human resource management and supply chain management.

KEYWORDS: Business transformation, artificial intelligence, new technologies, value chain, user interfaces, governance

SCHEDULING:

Friday 10th October, 2025	16:30 - 18:00	VIRTUAL ROOM FRI - UOP, Amphit	GR

PRT-02

Enhancing competitiveness and resilience of Greek businesses and organizations, based on current research conducted by the Academic staff of the Department of Management Science and Technology

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ABSTRACT

Professor Athanasios Kriemadis will explore how the Quality and Productivity issues contribute to the effective organization and management of contemporary businesses and organizations. More specifically, this presentation will review critical strategic tools and methods of Total Quality Management (TQM) and Strategic Management which create a competitive advantage and build a resilient organizational culture by deploying quality and productivity improvement programs through cross-functional teams and systems improvement emphasizing customer satisfaction and delight.

Assistant Professor Alexandros Kakouris will discuss the concept of intrapreneurship, or entrepreneurial management, as a means for Greek organizations to innovate. Entrepreneurial management leverages the human potential of an organization to generate new ideas and solutions to problems. More specifically, he will present entrepreneurial management alongside the features of intrapreneurs, providing examples. The discussion will also cover how to foster this kind of organization in the public sector. Intrapreneurship can boost innovativeness, which is essential for organizations to be competitive in the modern environment.

Assistant Professor Zacharias Dermatis will explore how Big Data Analytics contributes to strengthening the competitiveness and resilience of Greek businesses and organizations. More specifically, this presentation will examine key methods, tools, and applications of Data Analytics that transform vast amounts of raw information into strategic insights. By leveraging predictive models, data

visualization, and real-time analytics, businesses can identify new growth opportunities, optimize internal processes, enhance customer experience, and reduce uncertainty and risks. Special emphasis will be placed on the use of advanced platforms such as AI Studio Altair, which provides a powerful and flexible environment for developing artificial intelligence solutions, conducting large-scale data analysis, and creating predictive models. Through its use, Greek businesses can make more informed decisions, design innovative strategies, and strengthen their resilience in an ever-changing and highly competitive business environment.

Dr. Charalampos Kariofyllas, will explore how the competitiveness and resilience of Greek businesses and organizations is closely linked to the dynamic role of innovative startups. These enterprises, driven by technology, creativity, and entrepreneurial spirit, introduce novel solutions and services that respond to shifting market conditions while shaping new business models. Their capacity for digital transformation, networking, and adaptability not only strengthens their own survival but also contributes to the overall robustness of the Greek economy. By fostering innovation ecosystems, attracting investment, and connecting with international markets, Greek startups become vital drivers of sustainable growth and long-term competitive advantage for contemporary organizations.

KEYWORDS: Entrepreneurship, quality management, sustainability, startups, artificial intelligence, big data analytics, intrapreneurship, innovation.

SCHEDULING:

Friday 10th October, 2025	18:30 - 20:00	VIRTUAL ROOM FRI - UOP, Amphit	GR

PRT-03

Current Issues In Human Resources Management In The Public Sector

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Mrs Dimitra Tombrou, MSc
Public servant
Member of the Administrtative Chamber of Greece

ABSTRACT

Kostas Papadimitriou, President of the Administrative Chamber of Greece, will present the recent developments in the disciplinary law of Greek civil servants and the problems that may arise because of them.

Professor Athanasios Kriemadis will explore the following two critical issues facing the public administration in Greece: (a) how to implement new methods to empower the human resource of the public sector, and (b) how to reward people when they participate successfully in teamwork transforming administrative processes and systems using new technologies.
Dr. Apostolos Papatolias will explain the constitutional problems arising from the new disciplinary law for Greek civil servants for example, the occurring problems originate from the following two determinant factors: a) Penal law principles and b) the status of legal advisors in the state legal council.

Ms Dimitra Tomprou and Ms Sotiria Xristopoulou, will focus on the modern methods of mobilizing and motivating human resources and especially the post modern and today concept of staff coordinating executives based on the law 4622/2019 and its overall impact on the field of public administration. Our paper

examines the role and the consequences of staff coordinating executives and especially: a)how they contribute to the enhancement and growth of the overall performance each organization they serve, b)the degree of their performance on the achievement of organizational goals and c)their specific contribution on the guidance and support of employees of their working environment. Our paper finally suggests measures of continuous growth of their impact within the use of ICT and other practices and methods of human resource development.

KEYWORDS: empowerment, new technologies, disciplinary law, motivation

SCHEDULING:

Saturday 11th October, 2025	12:30 - 14:00	VIRTUAL ROOM SAT - UOP, Amphit	GR

PRT-04

Challenges and Transformations in Local Government Organizations

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ABSTRACT

Lazaros Karaoulis, CEO of DAEM
Digital Transformation: The Case of Athens – Digital transformation is a key tool for the modernization of Local Government. Athens, through DAEM's strategic initiatives, implements innovative actions that enhance transparency, efficiency, and citizen participation. This example demonstrates how technology can transform a city into one that is more resilient, sustainable, and people-centered.

Vangelis Marinakis, President of DAEM, Assistant Professor at NTUA
Reducing Temperatures in Athens: Myth or Reality?

Dr. Konstantinos Ioannou, Associate Professor, University of the Peloponnese
Cybersecurity and Local Government – The recent incorporation of the European Directive 2022/2555 (NIS 2) into Greek legislation through Law 5160/2023 introduces new cybersecurity rules for Public Administration and imposes significant obligations on the country's municipalities, which must be met by November 2025. Capacity building, systematic and continuous training, as well as raising awareness and maintaining a high level of readiness among municipal staff on cybersecurity issues, are not only national strategic objectives of the National Cybersecurity Strategy 2020–2025, but also essential prerequisites for ensuring vigilance against threats and the effective response of local authorities to security incidents.

KEYWORDS: Transformation of Local Government: Digital Transformation, Climate Change, and Cybersecurity

SCHEDULING:

Saturday 11th October, 2025	12:30 - 14:00	VIRTUAL ROOM SAT - UOP, A1 Roo	GR

PRT-05

Rethinking Human Resources Management through Systems Thinking and Technological Innovation

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ABSTRACT

In an interconnected world where uncertainty is the only constant, organizations must strengthen their capacity to design and adapt human resource management systems that align with their strategic objectives while addressing the evolving needs of their human capital. The growing influence of new technologies further intensifies this challenge, reshaping organizational structures, functions, processes, and work environments. Within this context, Human Resources Management (HRM) must move beyond traditional reductionist approaches and adopt systems thinking, which provides a holistic understanding of the interdependencies among individuals, teams, technologies, and institutional goals. Systemic HRM emphasizes the dynamic interactions within organizational systems, focusing not only on individual competencies but also on the ways in which human capital, processes, and digital tools co-evolve. It challenges prevailing paradigms by integrating diverse perspectives, values, and needs, thereby fostering resilience, adaptability, and innovation. Traditional analytical methods, which reduce complex realities into discrete parts, frequently fail to capture the essential properties of social systems and risk undermining workforce-related decisions. By contrast, a systems perspective highlights the significance of interactions, interdependencies, and emergent behaviors in shaping effective HR strategies and policies. Systemic HRM, supported by new technologies, is particularly effective in addressing "messy" problems such as talent shortages, hybrid work challenges, and the ethical implications of people management. By reframing these issues in a human-centered way, organizations can foster empathy, participation, and trust, while taking advantage of innovative solutions through prototyping, testing, and continuous adaptation. The urgency of adopting systemic HRM is further underscored by the rapid and often ambiguous development of Artificial Intelligence (AI). While AI promises transformative opportunities for workforce planning, performance management, and decision support, it simultaneously raises unresolved concerns about ethics, accountability, and the future of work. Addressing these uncertainties requires HRM systems that are adaptive, technology-enabled, and grounded in systemic principles such as communication, contextualization, feedback loops, homeostasis, and relational dynamics. In doing so, organizations can not only navigate complexity responsibly but also generate sustainable value for both employees and society.

KEYWORDS: Systems thinking, Systemic Human Resource Management, Technological Innovation

SCHEDULING:

Saturday 11th October, 2025	14:15 - 15:45	VIRTUAL ROOM SAT - UOP, Amphit	GR

Extended Abstracts Presentations

EA-01

Can Self-Governance Replace Market and Government Failures?

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ABSTRACT

All living things and their societies possess self-regulating and self-governing practices, except modern humans. Biotas cannot survive birth in dynamic, complex environments to reproduce unless they become self-regulating and self-governing. Shannon and Ashby, in the last century, laid the groundwork for the science of self-governance through their contributions, utilising data "bits" to establish the science of cybernetics. Eight bits make a byte, created by perturbations in energy and/or matter that make a difference. In this century, bytes are used to define the operating capacity of electronic devices and the internet. Technology can now determine the ability of humans and other biota to receive, store, process, and/or transmit data as bytes. The human brain shows the importance of economising on the energy and/or matter required to process data. While our brains account for only around two per cent of our body weight, they consume twenty percent of our energy even when we are at rest. Cybernetics has become the science of governance and self-governance by utilising Transaction Byte Analysis (TBA) in this century. TBA replaces and extends Transaction Cost Economics, which was developed for firms with employer-employee relationships that dominate modern societies and command and controll dictatorships. TBA applies to any type of social organisation of any species. The 2009 Nobel Prize committee reported that it was "long unanimously held among economists" that self-governance was impossible. They awarded a Nobel Prize to Lyn Ostrom, who identified the design principles for modern organisations to become self-governing. The need for "markets and state" has only arisen in modern societies. Indigenous Australians did not need them since the last Ice Age. Olympic sporting bodies illustrate the extension of self-governance from a local to a global level. They demonstrate the universal but hidden phenomenon of tensegrity. Cell biologist Ingber described tensegrity as "the architecture of life. It is a fundamental requirement for achieving self-governance within and/or between biotas by introducing a requisite variety of checks and balances. DNA hardwires biotas to possess paradoxical, contrary "Yin~Yang" behaviour of Tensegrity to minimise the transaction of bytes to survive birth. Self-governing sporting clubs illustrate tensegrity by both competing ~ cooperating to hold events and form higher-level self-governing federations on a global level. We do not need new laws to introduce self-governing firms or civic organizations. Self-governing civic non-profit organizations established by the author, and by self-governing firms illustrated this. One need for markets arises to distribute recyclable rare minerals, and the knowledge required by advanced technology. Such markets

could utilise simplified forms of money tied to specific sustainability indices to stop market failure and prevent climate change. The article proposes a tax incentive to localise the ownership and control of corporations. This would permit democratising and purifying capitalism through polycentric self-governance in each bioregion. Local citizens obtain the incentive, power, and capability to halt the degradation of their environment, establishing self-reliant circular economies that can determine the density of their populations according to their local natural endowments, as practised by Indigenous Australians.

KEYWORDS: Bytes, Holon, Holarchy, Organisations, Sustainability, Tensegrity, Polycentric

SCHEDULING:

Wednesday 08th October, 2025	14:00 - 15:30	VIRTUAL ROOM WED-1	EN

EA-02

A Systems Approach to The Monitoring and Evaluation of Governance Processes in Urban Municipalities in Namibia, Burundi and Zimbabwe

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ABSTRACT

1. Introduction

Corporate governance rhetoric has acquired unprecedented attention in both the public and private sectors after the publication of the various versions of the King Report and Cadbury Report (Corvino et al., 2020, Pargendler, 2016). However, these reports focus on structural issues such as board composition or the separation between management and ownership (Marais, 2020, da Costa, 2017). In non-profit making organisations one of the most practiced governance is monitoring and evaluation (McGill, 2020, Shava& Thakhathi, 2016, Abrahams, 2015). Unfortunately, monitoring and evaluation has been reduced to a formality in order to satisfy donors requirements and secure additional funding (Coultas, 2020, McDonough & Rodríguez, 2020, Njama, 2015). This reduced monitoring and evaluation to a series of "do's" and "don't" externally imposed to organisation by international donors without any direct link with the overall organisational strategy or the needs of the beneficiaries (Anderson et al., 2020). In government, monitoring and evaluation become also a formality as a response to circular from a parent ministry and aims at meeting the reporting requirements of the ministry rather than producing results on the ground (Boswell, 2018, Wright, 2013, Hood, 2005).\
Several schools of thought have been suggested such as evidence-based policy-making (Gray, 2004, Sanderson, 2003, Wyatt, 2002), context-specific experimentalist governance (De Búrca et al., 2014, Sabel& Zeitlin, 2012, Sabel & Zeitlin, 2010) or home gown solutions (Niyibizi, 2023, Mutesi & Kayigire, 2017). Most of these schools of the thought lacked a strong theoretical and empirical foundation but also drifted into political activism. Not only evidence could be tempered with (Marston & Watts, 2003) but also Hammersley (2005) questioned evidence-based policy making ability to achieve its goals. For Sanderson (2002) the rooting of evidence-based in instrumental rationality created a situation where both policy-makers and practitioners focused on the technicalities of the processes rather than achieveing results on the ground. This led to obsession with reporting deadlines and documentary evidence leading to the collection of huge amounts of data which was never used or the generation of voluminous reports which were never read (Hirblinger et al., 2023, Huey et al., 2022, Baxendale, 2015).
Experimentalist governance did not get much attention in the literature as it was mistaken for "trial and error" (He et al., 2022, Huitema et al., 2018, Ansell& Bartenberger, 2016). It was mainly implemented in Europe and Asia as an attempt to replicate American pragmatisim (Kuznetsov, 2021, Wolfe, 2018, Monkelbaan,

2015) but its philosophical foundations was questioned as shaky as it is rooted in relativism unlike other management theories which claim to be foundational and rooted in natural laws or solid empirical evidence from social sciences (Nourse & Shaffer, 2014, Sabel & Simon, 2011)

The home-grown solutions movement was influenced by anticolonial rhetoric and failure to adapt technologies and methods developed in the developed world to the developing world (Wallace et al., 2020, Rodrik, 2014, Muhinda& Dusengemungu, 2013). Home grown solutions were believed to be more sustainable and cost-effective than their imported counterparts (Pexas & Kyriazakis, 2023, Marzano et al., 2021). However, the merits of home-grown solutions seemed to be based on their origins rather than on achieving tangible results on the groung (Yesufu et al., 2020, Wangwe et al., 2014, Shuman, 2013, Yildiz & Fey, 2012).). In some instances, international standards were abandoned in favour on local idiosyncrasies. The sectors involved included test-based enrolment in schools and university, affirmative action quotas instead of individual merited-based recruitment, promotion of local languages without corresponding increase in market value or social cohesion, rejection of cost effective practices such as pay-per-user in favour of state subsidies and overall neglect of public infrastructure and urban planning processes in order to achieve "housing for all" (Nwankwo & Ukhurebor, 2021, Twikirize & Spitzer, 2019, Barau, 2015, Tremolet, 2006). This research suggests a systems approach to monitoring and evaluating governance processes in urban municipalities as a way of managing socio-ecological systems in a sustainable way but also in-building resilience in both human communities and natural ecosystems if a disaster were to strike.

2. Statement of the Problem

This study argues that monitoring and evaluation processes should be linked to governance processes which themselves are rooted in management theory. Management theories have evolved depending on changes in emphasis and context. This research suggests a systems approach because systems approach takes into account the complexity of organisations themselves but also the dynamic and integrative nature of the way organisations respond to changes in their contexts by changing their goals, systems and structures and corporate culture. Unlike the bureaucratic model which is based on the principle of the division of labour and which thrived on fragmenting tasks to make them simple, management cybernetics acknowledges that organisations are inherently complex. According to Beer (1984) in order to persist in a complex environment an organization must be viable i.e. "capable of independent existence". Viable Systems have necessary and sufficient conditions for their independent existence (Beer 1979). Moreover, there is a "set of rules" (management principles) that applies to all viable systems, be it a human or an organization that comprises humans (Beer 1984). Management cybernetics and its offshoot the Viable System Model (VSM) have been successfully in various business areas. Steinhaeusser et al. (2015) noted that through a theoretical approach of describing lean thinking rules from the perspective of management cybernetics one can show that the lean construction idea of Built-in-Quality (BiQ) fulfills all the requirements of a viable system in management cybernetics. Zhang et al. (2011) applied cybernetics to research and implement distributed collaboration-nodes based management to the publishing technology of massive geospatial information. Other areas where the

VSM has been applied are disaster management (Preece et al. 2015), accounting (Clarke 2013), coastal management (Kay et al. 2013), city planning (Schwaninger et al. 2004), higher education (Aminbeidokhti et al. 2014, Falsafinejad & Hashembeik 2013) and healthcare (Ben-Eli 1987). In Burgess, N., & Wake, N. (2012) and Hilder (1995)'s view, Stafford Beer developed the VSM over a period of over thirty years as an aid to the practical process of diagnosing problems in human organizations, and helping to improve their functioning. To the best of our knowledge cybernetics and the Viable System Model (VSM) have not been applied in government except a short experiment in Chile between 1971 and 1973 which was interrupted by a military coup when the dictator Pinochet overthrew Lalande.

3. Research Objectives

A systems approach aims at aligning inputs, processes and outputs (outcomes, results) fulfilling four objectives:

1)To Identify the main components of the systems under study;

2)To examine the processes of transforming inputs into outputs in the systems under study;

3)To assess whether the processes of transforming inputs into outputs are effective (effectiveness is measured against predetermined goals. In profit making organisations, the goal is normally the triple bottom-like of Profit, People and Planet, while in non-profit making organisation effectiveness of governance processes is measured against the fourfold goal of cost reduction, quality assurance, speed and innovation).

4)To determine the factors which lead to the effectiveness or ineffectiveness of the systems processes of transforming inputs into outputs.

5)To suggest strategies to improve the effectiveness of the processes.

KEYWORDS: Systems thinking, public administration, governance, municipalities

SCHEDULING:

Wednesday 08th October, 2025	14:00 - 15:30	VIRTUAL ROOM WED-1	EN

EA-03

Cybernetics and Labor

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ABSTRACT

The modern labor economy is undergoing radical changes under the influence of digitalization, automation, globalization and network technologies. Traditional models of labor relations (Fordism, post-Fordism) were based on long-term contracts, a clear division of labor and institutionalized mechanisms of social protection. However, in the 21st century, these structures are being deconstructed under the influence of digital technologies, globalization of labor flows, and the growth of precarious employment. The transformation of labor and labor relations is systemic and requires a new methodological platform for its understanding. It is necessary to revise traditional approaches to human resource management. In these conditions, traditional economic and sociological approaches to understanding labor are insufficient. Cybernetics - the science of management, communication and information processing in complex systems - offers a fundamentally new philosophical basis for understanding transformations in the field of labor. Its evolution reflects the transition from strict industrial control to complex adaptive systems, where humans, algorithms and economic processes interact according to new principles. The evolution of cybernetics has led to a radical rethinking of the relationship between man, technology and social structures. The modern cybernetic paradigm of labor economics overcomes instrumental limitations, forming a new anthropological model, where man becomes a node in networks that he himself designs and interprets. And the way society sees man determines the dominance of cybernetics of a certain order, and with it the corresponding economics and philosophy of labor. Accordingly, the dominant cybernetic order determines the concept of human nature, the structure of labor relations, the economic organization of society. And the evolution of cybernetic systems leads to a redefinition of agency in labor processes, the emergence of new forms of alienation and the need to revise the ethical framework of labor. An anthropological shift requires the development of new theories of labor subjectivity, alternative models of economic participation, interdisciplinary research methodologies. This article substantiates the thesis that it is cybernetics, especially its modern directions (second and third orders), that is becoming the methodological foundation of the new labor economy and human resource management.

KEYWORDS: Labor economy and philosophy, labor relations, new technologies, platform capitalism, cybernetics, human resource management

SCHEDULING:

Wednesday 08th October, 2025	14:00 - 15:30	VIRTUAL ROOM WED-1	EN

EA-04

Algorithmic Risk and Ethical AI: The Role of Knowledge Management in Organizational Behaviour

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ABSTRACT

In recent years, the use of algorithms and Artificial Intelligence (AI) has rapidly expanded across both public and private sectors. AI, considered a strategic asset that prompts investments from both businesses and governments, is now integrated into numerous processes such as loan applications, welfare service distribution, and personnel selection (Capolupo et al., 2025). Its incorporation into decision-making raises concerns regarding governance, transparency, and system reliability within organisations. AI, in fact, can erroneously deny welfare benefits (Aragona, 2020) or reinforce stereotypical representations of specific social groups (De Falco and Romeo, 2025). For example, the Amazon's model, trained on the historical recruitment data, reflected the existing gender biases and reduced opportunities for women in technical roles (Köchling and Wehner, 2020).

In this context, fostering an organisational culture centred on inclusive and ethical communication plays a crucial role in mitigating systematic and recurrent AI-related errors (Iaia et al., 2023). These errors and biases, which can distort decision-making and produce discriminatory outcomes, are commonly referred to as algorithmic risk.
The implementation of effective knowledge management practices, through the mechanisms for monitoring, documenting, and sharing information on algorithmic decisions, contributes to making the decision-making processes more equitable, transparent, and educational for employees.

Additionally, organisational behaviours are fundamental in this regard, as they shape how organisations address these risks (Schwarting and Ulbricht, 2022). In this vein, this study aims to develop guidelines outlining organisational behaviours that support the ethical use of algorithms. To this end, this research directly explores the experiences of managers and employees to understand whether and how ethical policies to manage algorithmic risk are applied, and what informal organisational behaviours emerge.

The following research questions guided the study:

RQ1 What knowledge management strategies and/or organisational behaviours are

emphasised by organisations to mitigate AI-related ethical risks?

RQ2 To what extent do managers and employees adhere to explicit policies or adopt informal practices to foster ethical use of algorithms?

To address these questions, this work employed semi-structured interviews with managers and employees from both public and private organisations, that integrate algorithms into their decision-making processes.

The findings highlight the key practices adopted to ensure transparency and accountability in algorithmic decision-making. These initiatives include both formal practices (corporate policies and guidelines) and informal mechanisms (collegial discussions). In particular, emerged that knowledge management within the organisation and with external stakeholders is a crucial strategy in mitigating algorithmic risks. From a theoretical perspective, this study contributes to the literature on algorithm governance and ethical AI by integrating insights from knowledge management and organisational behaviour. The analysis of organisational strategies provides a conceptual framework for understanding how organisational culture influences the adoption of responsible practices. From a practical standpoint, the resulting framework can offer organisations concrete recommendations on structuring policies and processes to ensure ethical use of AI. Furthermore, the evidence gathered from the interviews can inform the development of targeted training programs and knowledge management strategies aimed at enhancing awareness and accountability in AI-driven decision-making.

KEYWORDS: Knowledge Management, Organizational behaviour, Artificial Intelligence, Ethics, Algorithm, Algorithm risk

SCHEDULING:

Wednesday 08th October, 2025	14:00 - 15:30	VIRTUAL ROOM WED-1	EN

EA-05

A Systemic Approach to Change Management for Effective Administrative Reform Implementation

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ABSTRACT

Despite successive efforts at public sector reform in Greece, the impact of these initiatives has often been partial, short-lived, or misaligned with institutional realities. This paper argues that the limited effectiveness of such reforms stems from the absence of an integrated framework that links systemic theory with structured change management methodologies.

By conceptualizing the public administration as a dynamic and interdependent system—rather than a set of isolated structures—the study highlights the importance of systemic thinking as both an analytical lens and a design principle for reform implementation. In parallel, it proposes that change management should not be treated as a supplementary or technical procedure, but as a core dimension of reform governance, capable of addressing resistance, fragmentation, and policy inconsistency.

Focusing on the Greek case, where administrative complexity, overlapping mandates, and siloed organizational cultures remain prevalent, the paper demonstrates how the absence of systemic coordination mechanisms undermines even well-designed reform agendas. It concludes that the convergence of systemic theory and change management is not optional but necessary, especially in state systems characterized by institutional inertia and multilevel governance challenges.

KEYWORDS: Systemic theory, change management, public sector reform, administrative fragmentation, Greece, implementation gap

SCHEDULING:

Wednesday 08th October, 2025	14:00 - 15:30	VIRTUAL ROOM WED-2	GR

EA-06

Public Administration as Code: Mapping Greece's Ministerial Architecture

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ABSTRACT

Public administration can be analyzed both as a legal-institutional framework and as a structured system of governance. The legal order functions as the "source-code", defining competences, procedures and interactions. Ministries function as the central pillars of this system, exercising authority and coordinating the execution of laws and policies. Agencies and subordinate entities act as modules that extend these capacities, while coordination and staff units function as integrators across fragmented structures. Public policies can be seen as protocols within these arrangements, shaping policy goals into real-world outcomes. This is not merely a metaphor; it is a lens for analyzing administrative praxis, where each new law resembles a software-like update: modifying procedures, adding functions or introducing dependencies. Without an overarching design, such incremental changes accumulate, producing overlapping mandates, redundancies and incoherence.

This proposal advances two contributions. Conceptually, it applies the idea of public administration as code with a systems-thinking perspective, perceiving ministries as the core units of governance and the legal framework as the operating system. Practically, it demonstrates the importance of administrative mapping for effective reform. Only by charting the existing structures can governments refactor their institutional architecture and align new provisions with execution capacity. Key questions include: How complex is the ministerial system? Is it aligned with policy classifications and coherent in its internal organization? How is legislation distributed across competent ministries? These questions are addressed through a systematic mapping of legislation and organizational structures, using official data.

Greece is an illustrative empirical case. Successive reforms, culminating in Law 4622/2019, the so-called "Executive State", aimed to reorganize the machinery of government by strengthening central coordination, clarifying competences and embedding horizontal functions such as strategic planning and evaluation of policies and regulations. While innovative, these reforms were largely introduced without systemic mapping of the pre-existing architecture. The result is a legacy system: functional but fragile, resistant to integration and prone to breakdowns under pressure.

A systems-thinking approach in organizational studies would emphasize that administrations should be studied as interconnected wholes rather than as isolated units. Mapping ministries as core-units and tracing their legislative and policy dependencies provides a schematic of the administrative architecture: authority

flows, accountability loops and points of coordination failure. Such mapping does not dictate solutions, but it enables diagnosis: identifying redundant functions, excessive coupling between organizational units and missing capacities that obstruct coherent execution.

The Greek experience highlights both the dynamics and pitfalls of reform. Law 4622/2019 introduced innovations, notably a strengthened Center of Government and new staff authority structures within ministries. Yet implementation difficulties reveal the risks of altering legal provisions without reconfiguring organizational design. Fragmented competences and weak horizontal integration continue to undermine effectiveness of otherwise well-conceived reforms. Although grounded in Greece, the analysis has broader relevance. Many governments face similar problems of legacy architectures. Viewing public administration as a structured, code-based system enables reformers to move beyond piecemeal adjustments toward coherent design, emphasizing clarity, coherence and resilience in governance.

KEYWORDS: Public administration, organizational reform, executive state, policy coordination, systems thinking, legislation

SCHEDULING:

Wednesday 08th October, 2025	14:00 - 15:30	VIRTUAL ROOM WED-2	GR

EA-07

Human Resources in Public Administration: The Crucial Missing Link towards the Strategic State

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ABSTRACT

Law 4622/2019 introduced a new architecture of strategic coordination, accountability, and policy steering in the Greek public administration, under the concept of the "Strategic State." Despite its institutional ambitions, the reform has remained largely focused on structures and procedures, overlooking the human dimension as a core lever of transformation.

This paper highlights the absence of a parallel strategy for the development and empowerment of public servants. Notably, the path toward the "Strategic State" followed decades of declared — and only partially implemented — New Public Management-inspired reforms since the 1990s.

Law 4622/2019 appears to consolidate previous announcements and long-standing reform intentions that had remained largely unmaterialized. However, the reform still did not include a redefinition of civil servants' roles, nor did it promote the cultivation of leadership, creativity, or systemic thinking among administrative personnel. Civil servants continue to operate primarily as implementers of decisions, rather than as participants in strategic planning or contributors to organizational learning.

The institution of the Permanent Secretary, introduced as a mechanism for administrative continuity and professionalization, exemplifies this gap. While structurally innovative, the role remains unclear in practice, often subordinate to political leadership and unsupported by a broader human resources strategy.

Through a systemic governance lens, the paper identifies a persistent imbalance in the triptych of public administration: while structures and processes were reformed, the development of human capital was neglected. It argues that sustainable strategic governance cannot be achieved without investing in the people who give life to public institutions — empowering them not merely to execute, but to lead, to create, and to co-shape the public sector's future.

KEYWORDS: public administration, public policy, civil personnel, strategic state, governance

SCHEDULING:

Wednesday 08th October, 2025	14:00 - 15:30	VIRTUAL ROOM WED-2	GR

EA-08

European Union Enlargement in the Western Balkans: A Sociological Approach to the Impacts on the Social Structure and the Organization of the Public Sector in Albania

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ABSTRACT

This study investigates the implications of European Union enlargement in the Western Balkans, focusing on Albania as a case study. Through a sociological lens, the research explores how the integration process reshapes both the social structure, cohesion and the organization of the public sector. Findings of this study indicate that EU conditionality fosters institutional reforms, particularly in administrative efficiency and digital governance while simultaneously generating new social expectations and tensions. Although progress is evident in areas of transparency and civic participation, persistent challenges such as corruption, migration dynamics, and uneven regional development continue to hinder the consolidation of democratic governance. The study concludes that EU enlargement functions both as a driver of modernization and a source of socio-political contestation, reflecting the dual nature of integration processes in transitional societies with digital aid.

KEYWORDS: digitalization, cohesion, public sector

SCHEDULING:

Wednesday 08th October, 2025	14:00 - 15:30	VIRTUAL ROOM WED-2	GR

EA-09

From Competition to Collectivity: Towards a Systemic Human Resources Management Model

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ABSTRACT

The discourse on "healthy competition" in organizations often frames rivalry as a driver of efficiency, performance, and innovation. Yet, both empirical findings and philosophical inquiry indicate that competition functions less as a source of progress and more as a systemic barrier. Continuous benchmarking, performance rankings, and hierarchical distinctions cultivate insecurity, burnout, and distrust, thereby undermining creativity, collaboration, and long-term organizational resilience. Within this logic, human beings are frequently reduced to resources whose value is determined by comparative advantage rather than intrinsic contribution.

Systemic Human Resources Management (HRM) provides an alternative framework. By treating organizations as living systems, systemic HRM shifts focus from individual supremacy to collective balance, from zero-sum logic to synergy, and from fragmented performance metrics to holistic resilience. Competition, far from being a neutral mechanism, emerges as a dysfunctional systemic attractor, eroding both organizational culture and social cohesion. Conversely, collectivity operates as a positive attractor that fosters mutual support, adaptability, and trust.

Methodologically, this paper adopts a conceptual and theoretical approach that integrates philosophical perspectives, systemic methodologies, and illustrative organizational cases. The aim is to demonstrate how systemic thinking enables us to move beyond the limitations of competitive paradigms and to design new models of HRM that enhance resilience and innovation.

The proposed Systemic HRM Model of Collectivity emphasizes inclusivity, empathy, and democratic participation as the foundations of organizational life. Employees are not assessed solely by individual metrics but by their ability to strengthen collective intelligence, foster interdisciplinary cooperation, and contribute to systemic sustainability. Practical applications include collaborative performance reviews, participatory HR councils, and learning communities, which enhance both organizational knowledge and trust. Furthermore, digital technologies—often reinforcing competitive logics through algorithmic monitoring and ranking—can be reframed to promote transparency, participation, and shared value creation. This reframing is essential if technology is to serve as a tool for cooperation rather than control.

The contribution of this research is twofold. First, it critically dismantles the myth of competition as an organizing principle of human and organizational progress. Second, it introduces a systemic HRM paradigm oriented toward collectivity, capable of addressing the challenges of complexity and technological disruption. In this sense, the transition from competitiveness to collectivity is not merely a moral aspiration but a strategic necessity for building resilient, equitable, and creative organizations in the 21st century.

KEYWORDS: Competition, Collectivity, Systemic Human Resource Management, Systems Thinking, Organizational Resilience, Digital Technologies

SCHEDULING:

Wednesday 08th October, 2025	14:00 - 15:30	VIRTUAL ROOM WED-3	GR

EA-10

Leveraging Systemic Methodologies in AI-Integrated HRM

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ABSTRACT

In the current era, the rapid evolution of Artificial Intelligence (AI) technology is swiftly changing many aspects of business and society in general. In our case for Human Resource Management (HRM), it is important to create a contingency plan for the proper resource allocation, integration, development and risk assessment of AI so it can be utilized to its full potential without interfering with the human aspect of decision making.

This presentation examines the integration of systemic methodologies in AI-based Human Resource Management (HRM) to drive employee development and performance management in today's intricate and constantly evolving business environments. It begins by outlining core systemic methodologies that can be implemented in HRM such as Systems Thinking, Cybernetic Models, the Viable System Model (VSM) and Soft Systems Methodology (SSM), highlights their working mechanisms and how these would fit in HRM i.e., feedback loops and conceptual modeling and lastly their benefits in an HRM environment such as greater organizational adaptability, staff motivation, and expense reduction. Such methods employ AI in real-time data analysis and intervention to enable adaptive resilient HRM practices.

Subsequently, it presents the imperative challenges to AI-HRM synergies, e.g., excessive dependence on AI eroding human empathy, potential threats to data privacy, bias amplification, lack of transparency and integration conflicts with existing systems. It elaborates on related negatives such as ethical concerns, business management difficulties, and suggests solutions like hybrid monitoring, bias audits, and phased systemic integration and validation based on systemic frameworks.

The emphasis is on hybrid human-AI environments, ethically predictive AI, regulatory adaptation, and sustainable innovation solutions. Aligning systemic approaches with these issues, the presentation shows how they minimize risks and optimize strategic advantages, generating innovative, resilient organizations therefore balancing technological innovation with human-centric employee growth that leads to sustainable business growth and success.

KEYWORDS: Artificial Intelligence, Systems Approach, Human-centric AI, Innovation, Data- driven solutions

SCHEDULING:

Wednesday 08th October, 2025	14:00 - 15:30	VIRTUAL ROOM WED-3	GR

EA-11

Systemic Human Resources Management and New Technologies

Mr. Christos Drouviotis
Individual
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ABSTRACT

Systemic Human Capital Development through Certifications, Advanced Manufacturing, and Digital Platforms: A Transdisciplinary Case from Greece

In an era shaped by technological disruption, digitalization, and automation, the management of human resources requires new systemic approaches combining education, innovation, and cultural heritage. This paper explores the intersection of systemic human resource management and emerging technologies, emphasizing lifelong certification, advanced manufacturing, and digital platforms as tools for professional and societal development.

The first dimension concerns lifelong professional certification as a systemic strategy for workforce adaptability. With over 550 certifications accumulated across diverse fields, the author provides a reflective case study on how structured certification pathways support continuous upskilling, employability, and entrepreneurial activity. Drawing from systemic thinking, certifications are interpreted not as isolated qualifications but as interdependent nodes within a network of competencies that can be aligned with future labor demands.

The second dimension addresses advanced manufacturing technologies—including 3D printing, CNC equipment, and hybrid laser/engraving systems—as both a technological driver and a challenge for human resource planning. These tools transform traditional industries by enabling automation, customization, and on-demand production. From a systemic HRM standpoint, they require new training systems, collaborative design environments, and strategic organizational flexibility to integrate technology with human creativity.

The third dimension highlights digital and marketing platforms (such as SEO optimization and online marketplaces) as essential infrastructures for HR and organizational growth. By managing cultural and religious tourism projects in Greece, the author demonstrates how systemic HR competencies can be mobilized across digital ecosystems to support heritage-driven innovation. This approach integrates local human resources (monasteries, artisans, guides) into global value chains through technologically mediated processes.

Finally, systemic synergies between education, technology, and culture are presented as a methodological framework for future HR strategies. By employing systems thinking, managers and policymakers can design models that interlink certifications, technological adoption, and cultural capital into sustainable human

development strategies.

In conclusion, the integration of systemic HR management with new technologies requires not only policies but also lived case studies that demonstrate adaptability, transdisciplinary engagement, and societal relevance. This paper aims to contribute such an example from the Greek context, offering insights for both academics and practitioners in HR systems, technology adoption, and cultural heritage management.

KEYWORDS: systemic human resource management, certifications, advanced manufacturing, digital platforms, cultural heritage, lifelong learning

SCHEDULING:

Wednesday 08th October, 2025	14:00 - 15:30	VIRTUAL ROOM WED-3	GR

EA-12

Reorganization of the PIMA Group

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ABSTRACT

Purpose and Research Context

This study undertakes the organizational complexity of a fast-growing, multi-sector business group (PIMA), focusing on how HR management interacts with changing service demand. It argues that by redesigning the system based on self-regulation principles, the company can turn common problems—such as poor communication, weak strategic planning, and lack of internal control—into long-term competitive advantages. By combining Viable System Theory with effective use of human capital, the research contributes to ongoing discussions about business resilience and adaptability in unstable markets.

Methodological Approach

A three-part, multi-method strategy was used DCSYM was applied to map how authority and information currently flow within the organization the Viable System Model (VSM) was used to check whether the structure supports self-management. And System Dynamics simulations (Vensim) tested three HR policy options.

The best-performing option, which combined faster hiring with retention incentives, was fine¬tuned using executive interviews and workforce data, leading to testable predictions about organizational change.

Key Findings

The simulation showed that hiring aggressively without support led to employee burnout, a 17% drop in productivity, and a 24% increase in voluntary turnover over three years. In contrast, the optimized strategy closed staffing gaps 40% faster, kept customer satisfaction above 92%, and maintained brand reputation. Adding an internal audit function (System 3*) and implementing a unified ERP system reduced delays in information flow and improved long-term planning (System 4).

Originality and Theoretical Contribution

This study combines DCSYM, VSM, and System Dynamics in a unique way to offer a full and practical approach to HR management and organizational change. By linking self-regulation theory, Ashby's Law of Requisite Variety, and HR policies, it shows how system-based, multi¬method approaches can improve business performance and resilience in measurable ways.

Conclusion and Future Directions

The research highlights the need to build strong coordination and control systems to support complex organizations in fast-changing environments. Future studies could explore how company culture affects digital transformation and how machine learning could help adjust HR policies in realtime, improving governance in uncertain conditions.

KEYWORDS: attrition, demand volatility, human workforce, organisational reputation, recruitment, system dynamics, workload

SCHEDULING:

Wednesday 08th October, 2025	14:00 - 15:30	VIRTUAL ROOM WED-3	GR

EA-13

Innovating HR: Systemic Leadership, Agility, and AI

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ABSTRACT

The rapid evolution of the workplace driven by technological advancements and shifting organizational paradigms demands a fundamental rethinking of Human Resources (HR) leadership. Innovating HR is no longer optional but essential, requiring leaders to adopt Systemic Leadership approaches, embrace Agility, and leverage Artificial Intelligence (AI) responsibly. This paper explores how these three dimensions converge to transform HR into a strategic driver of organizational resilience and growth.

Systemic Leadership provides HR professionals with a holistic framework to understand and navigate the complex, interconnected nature of modern organizations. By viewing challenges and opportunities through a systems lens, HR leaders can foster alignment across diverse functions and promote sustainable change. Agility complements this by cultivating adaptive mindsets and practices, enabling HR to respond swiftly to emerging trends and workforce needs while encouraging collaboration and continuous learning.

AI technologies have become pivotal in optimizing HR functions such as talent acquisition, employee engagement, and performance management. However, integrating AI requires thoughtful governance to address ethical considerations, data privacy, and the preservation of human-centric values. Innovating HR thus involves balancing the efficiency and insight offered by AI with empathy and ethical stewardship.

This study identifies key competencies for HR leaders. Ultimately, innovating HR through systemic leadership, agility, and AI paves the way toward a more inclusive, dynamic, and future-ready workforce, positioning HR as a catalyst for meaningful organizational transformation.

KEYWORDS: HR Leadership, Innovation, Systemic Leadership, Agility, Artificial Intelligence

SCHEDULING:

Wednesday 08th October, 2025	15:45 - 17:15	VIRTUAL ROOM WED-1	GR

EA-14

From complexity to adaptability: Systemic human resource management in the age of artificial intelligence

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ABSTRACT

Systemic Management views the organization as a living system. It does not simply manage people, but relationships, information flows, and dynamics. In this context, technology is not an external factor. It is an internal transformer. It is the "neurotransmitter" of the organization.
The aim of this paper is to highlight how Systemic Human Resource Management (SHRM) can function as a strategic mechanism for adaptation in an environment transformed by technology, climate change, and geo-economic shifts
• Work as a Dynamic Relationship: From Flexibility to Employability
• The World Economic Forum talks about Complexity and Inequalities
• Leadership with Vision: What Leaders Must Prioritize
• Ethics in Management: The Compass of Personal Wisdom
We propose a new model: SDAD as an indicator of resilience. We measure not only performance, but also adaptability. Not only skills, but also learning ability. Artificial intelligence can enhance this measurement—not replace it. SDAD serves as a framework for leadership reflection, suggesting that leadership is not simply resource management or KPI achievement, but an act of responsibility, relationship, and vision. Its academic value lies in highlighting the multidimensional nature of leadership and integrating ethics, strategy, and human-centered thinking into a unified model of action.
Systemic Human Resource Management is not a luxury. It is a strategic necessity.

KEYWORDS: Systemic Human Resource Management

SCHEDULING:

Wednesday 08th October, 2025	15:45 - 17:15	VIRTUAL ROOM WED-1	GR

EA-15

Predictive Analytics and Artificial Intelligence in Systemic Human Resource Management: From Data to Strategic Decision-Making

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ABSTRACT

Human Resource Management (HRM) is undergoing a radical transformation through the adoption of Predictive Analytics and Artificial Intelligence (AI). Within the framework of a systemic approach, new technologies are not treated as isolated solutions, but as integrated elements of a comprehensive ecosystem that supports real-time strategic decision-making.
This paper highlights the use of practical IT tools, such as Python for developing employee attrition prediction models, the creation of interactive dashboards with Power BI for monitoring KPIs and trends, and the use of cloud HR systems that incorporate machine learning algorithms for automating HR processes. These technologies enable the analysis of large volumes of data, the identification of high-risk employees, the prediction of future staffing needs, and decision-making that combines financial and organizational goals.

Real-life examples show how AI integration can optimize HR strategy: from increasing employee engagement and satisfaction, improving recruitment and evaluation processes, to reducing costs and enhancing operational efficiency. In addition, the use of predictive models and AI recommendations enables the creation of proactive retention strategies, where predicting departures and providing personalized action proposals become dynamic.
The paper also examines the challenges and limitations that accompany the integration of AI in HR: data quality and availability, the ethical dimension of artificial intelligence, personal data protection, and the need to develop new skills in HR professionals to fully utilize these tools. Finally, it is emphasized that the successful adoption of AI-driven solutions requires cross-functional collaboration between technology, HR, and strategic management, making systemic human resource management a critical factor for competitive advantage in modern business.

KEYWORDS: ai, predictive analytics, KPIs, hr processes

SCHEDULING:

Wednesday 08th October, 2025	15:45 - 17:15	VIRTUAL ROOM WED-1	GR

EA-16

Systemic analysis, optimization and Artificial Intelligence in the service management of HR processes and procedures in the Directorates of Primary and Secondary Education

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ABSTRACT

This study approaches human resources (HR) management in the Directorate Organizations of Primary and Secondary Education through a systemic and technologically enhanced framework. The study is developed by means of two theoretical frameworks: Beer's Viable System Model (VSM) and the Design and Control Systemic Methodology (DCSYM). Specifically, it analyzes and focuses on the process of appointments, secondments and transfers of teachers as a key human resources (HR) subsystem of the Directorate Organization, which is characterized by bureaucratic complexity, repetitive loops and functional discontinuity. Using tools such as BPMN (Camunda Modeler), we identify critical repetitive flows ("loops") that cause delays in the stages of document control, scoring, evaluation, decision-making and notification. Solutions such as input automation, criteria standardization, real-time monitoring through dashboards are suggested with a view to moving towards reducing bottlenecks and maximizing efficiency. The use of systemic theory and Artificial Intelligence are critical parameters in the modernization of administrative processes in public administration, leading to a more sustainable, effective and flexible HR process, thus presenting a direct positive impact on educational coverage and the quality of administration. The suggested approach, which combines BPMN modeling, Beer's VSM and AI automation, can be a model for the redesign of complex HR processes, both in education and in other public sectors.

SCHEDULING:

Wednesday 08th October, 2025	15:45 - 17:15	VIRTUAL ROOM WED-1	GR

EA-17

The Strategic Use of Emerging Technologies in Tourism: From Digital Capabilities to Competitive Advantage

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ABSTRACT

The tourism industry is undergoing a profound transformation driven by the rapid integration of emerging technologies that are reshaping customer experiences, operational processes, and competitive dynamics. This paper examines the strategic use of emerging technologies in tourism, emphasizing how digital capabilities can be mobilized to secure sustainable competitive advantage. Building on recent literature and case evidence, the study highlights artificial intelligence (AI), big data analytics, the Internet of Things (IoT), blockchain, and immersive technologies such as augmented and virtual reality (AR/VR) as the most critical enablers of change. First, the analysis explores how AI and data-driven personalization are redefining customer engagement across the travel journey, from planning and booking to on-site services and post-trip feedback. By leveraging predictive algorithms and recommender systems, tourism providers can deliver tailored offers that strengthen satisfaction and loyalty. Second, the paper investigates the role of IoT and cloud-based property management systems in driving operational efficiency, energy savings, and real-time service responsiveness. Third, blockchain technologies are discussed as trust-building mechanisms, enabling transparent transactions, secure payments, and authentic reviews that enhance credibility in a competitive digital marketplace. Immersive AR/VR solutions further enrich the pre-travel and on-site experience, offering novel ways to visualize destinations and engage with cultural heritage. In parallel, the paper considers the organizational, policy, and ethical challenges that accompany digital adoption, including financial barriers for small and medium-sized enterprises (SMEs), digital skills gaps, data privacy compliance, and the risk of technological obsolescence. A capability–governance framework is proposed to explain how tourism organizations can align technology adoption with strategic objectives while maintaining consumer trust and regulatory compliance. Overall, the study argues that emerging technologies represent not just operational tools, but strategic levers that reshape business models and competitive positioning in tourism. By embedding digital capabilities into organizational strategies, tourism actors can create differentiated value, improve resilience, and sustain long-term growth in an increasingly digitalized global landscape.

KEYWORDS: Digital transformation, Smart tourism ecosystems, AI & big data analytics, IoT & AR/VR, Strategic competitiveness

SCHEDULING:

Wednesday 08th October, 2025	15:45 - 17:15	VIRTUAL ROOM WED-2	GR

EA-18

Digital Transformation in Public Sector Recruitment: The First Electronic Competition as a Case of Administrative Innovation

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ABSTRACT

Recruitment for permanent positions in the Greek public sector is constitutionally mandated to be conducted either through a merit-based point system using predetermined objective criteria, or through a competitive examination process (primarily written), or through a combination of the two.

In 2023, conducted the first nationwide competition in Greece to fill public sector vacancies. However, the significant innovation introduced this year lies in the competition's digital transformation, modeled after the European Personnel Selection Office (EPSO). The examination is now conducted electronically, with candidates assessed in multiple groups over several days using computer-based testing in specially designated examination centers. This marks a clear example of integrating digital governance principles into the core functions of Public Administration.

Yet, the shift from a synchronous, paper-based model to an asynchronous, digital format was accompanied by a deeper innovation in the substance of what is assessed. Specifically, the importance of candidate knowledge was significantly reduced, while the emphasis shifted toward skills, aligning with trends in the international literature that highlight a move from knowledge-based to skills-based recruitment (Bone, González Ehlinger,& Stephany, 2025; Peterson, Douglas, & Van Noy, 2024; Sigelman, Fuller, & Martin, 2024).

This paper first presents the competition model in detail and then proceeds with a multi-perspective critical evaluation. First, it considers the perspective of candidates, drawing from satisfaction survey data collected by ASEP. Second, it examines the views of the academic community as expressed in public discourse. Finally, it assesses the alignment of the new selection method with contemporary scholarly findings. The long-term credibility and institutionalization of this process will depend on its adherence to core administrative principles. chiefly transparency, which ensures the integrity of the process, and equality, especially in its manifestation the meritocracy (Tomaras, 2022). These principles must be safeguarded even in light of emerging technologies such as artificial intelligence, which may influence how candidates prepare for such competitions.

KEYWORDS: Recruitment, Public Administration, Electronic Competition, Skills

SCHEDULING:

Wednesday 08th October, 2025	15:45 - 17:15	VIRTUAL ROOM WED-2	GR

EA-19

Bridging AI and Sustainability: Toward a Digital Framework for Achieving the SDGs

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ABSTRACT

The rapid development of Artificial Intelligence (AI) is driving a transformative revolution with far-reaching implications for people, the planet, and global prosperity.. This paper explores how AI applications can accelerate progress toward the United Nations Sustainable Development Goals (SDGs), while also addressing the potential challenges that may impede this progress. In light of these developments, there is growing discussion around the establishment of an 18th Sustainable Development Goal focused specifically on digital technologies. This would include the evaluation and implementation of AI in ways that ensure the digital age supports the pillars of sustainability: people, the planet, prosperity, peace, and partnerships.

Addressing complex and interconnected sustainability challenges requires a systematic and interdisciplinary approach, where technology, Artificial intelligence and data-driven methods offer potential solutions for optimizing resources, integrating different aspects of sustainability, and making informed decisions. Through various local, regional, and global challenges, sustainability research highlights the need to identify emerging areas and gaps where artificial intelligence and data-driven models play a critical role.

The study conducts a comprehensive literature review and a network-based analytical approach to analyze the interconnection between sustainability concepts, artificial intelligence and digital technology. It explores the sustainable use of AI and big data, emphasizing the need for inclusive and collaborative research that bridges disciplinary and sectoral divides. The analysis identifies key research themes at the intersection of AI, technology, and sustainability, and underscores the importance of developing hybrid methodologies that integrate AI, data-driven techniques, and domain-specific knowledge to support multi-level, multi-dimensional decision-making. Finally, the study highlights the critical need to address ethical concerns and ensure the sustainable use of artificial intelligence and big data within the context of sustainability research.

KEYWORDS: Artificial Intelligence, Sustainability, Sustainable Development, SDGs

SCHEDULING:

Wednesday 08th October, 2025	15:45 - 17:15	VIRTUAL ROOM WED-2	GR

EA-20

Digital transformation in public administration: Exploring the factors affecting acceptance, satisfaction and performance using Information Systems

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ABSTRACT

Digital transformation has emerged as a central phenomenon that is radically redefining the way organisations operate, extending its influence to the wider public sector. The rapid development of digital technologies has created a wealth of opportunities to improve the efficiency of organisational processes and enhance the quality of public services. The adoption of Information and Communication Technologies (ICT) in public administration is an integral part of a broader process of modernisation and digital transformation, with the ultimate goal of providing quality services to citizens, businesses and the state.

However, the success of Information Systems (IS) in the public sector is a complex issue influenced by several factors, with user satisfaction emerging as one of the most important prerequisites for achieving digital transformation. Despite the significant investments that have been made in Greece for public sector IT projects, a large part of these projects have been discredited. This is due to a variety of reasons, such as poor planning, the transfer of existing bureaucracy to the digital environment, and structural barriers related to the cumbersome nature of the public sector, the lack of political will and the existence of financial or business interests. As a result, Greece lags significantly behind other European countries in fully realising the benefits of digital transformation in public administration. The urgent need for immediate action and systematic use of digital technologies is now evident in order to regain lost ground and ensure the

sustainable development of the public sector.

This article aims to analyze the determinants that impact IS acceptance and users' satisfaction in the public sector. Data were collected by 498 IS users of many organizations in the Greek public sector and analyzed using Multivariate Regression Analysis.

The paper is expected to contribute to the literature on the success of IS and digital transformation in the public sector, bridging gaps. Specifically, it will enrich the theoretical understanding of IS acceptance and satisfaction from the perspective of internal users, incorporating a wide range of factors that are often overlooked in similar studies. It will empirically explore the relationship between IS use, user satisfaction and performance in the public sector, an area that needs further investigation and has been identified as a research gap. Linking user satisfaction to individual and organizational performance is a critical step in assessing the true impact of digital transformation.
The findings of the paper will be useful for professionals and institutions responsible for the development and implementation of IS in the public sector. In particular, they will provide important information to managers at various levels to improve the effectiveness of systems, increase the level of employee satisfaction, and prioritize actions (e.g., improve the quality of support services) to enhance the adoption and intention to use IS. A deeper understanding of the impact of factors will help to better digitally redesign processes and policies, improve change management, and implement successful digital ventures that will improve service to citizens and businesses, contributing to a more efficient and modern public sector.

KEYWORDS: Satisfaction; Performance; Digital transformation; Information Systems adoption; Public sector

SCHEDULING:

Wednesday 08th October, 2025	15:45 - 17:15	VIRTUAL ROOM WED-2	GR

EA-21

Comparison of Information Processing Systems with respect to Intelligence

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ABSTRACT

EXTENDED ABSTRACT
Since the appearance of Artificial Intelligence (AI) its practitioners are struggling in vain to propose a satisfactory and universally acceptable definition of AI systems to differentiate them from other information processing systems. Such a definition necessarily involves a definition of "intelligence" as an analog of biological Intelligence which will be briefly reviewed.

In the present paper a relational approach is proposed for avoiding the hard problem of AI systems definition. It is based on the idea that AI systems are not a class different from Information processing systems (IPSs) but AI must refer to the relation with respect to intelligence between IPSs.

This idea presupposes that all IPSs possess intelligence of different levels. By that it is not meant that IPSs can be placed in a simple order with respect to intelligence, but that they are placed in a semi order where certain IPSs may not be directly compared and placed in a linear order with respect to their intelligence.

Intelligence above a certain level such as natural language processing and arithmetic processing is observed only in members of the homo sapiens and distinguishes them from the rest of living beings. Simple information processing like feedback for instance is not exclusively human.
It is normally difficult or even impossible to compare IPPs of different kinds. Some kinds of Information Processing Systems are: Feedback Systems, Syllogistic systems, Artificial Neural Net Systems, Logic Gate Systems, Natural Language Processing Systems and Explanation Generating Systems.

Most Information Processing Systems are implemented using procedural programming languages. However, using Logic Programming the need for devising an algorithm for solving a problem is eliminated. A well-established kind of Logic Programming is via the "Prolog" Programming Language. An interpreter or compiler of Prolog may be considered as a general-purpose algorithm that through a Prolog "program" accepts a problem description posed by a user and proceeds to solve the problem described without further human intervention. In this case the comparison of IPSs with respect to Intelligence may be made on the basis of the problem description only.

An obvious criterion of comparison of two IPSs "a" and "b" with respect to Intelligence is whether IPS "a" is a subsystem of IPS "b". If yes, then "a" has less

or equal intelligence compared to system "b". E.g. a counting system has less intelligence than an adding system.

Finally learning and creative systems differ from other IPSs in that they use methods with which they can generate new knowledge from empirical data combined with encoded human knowledge or original artfacts respectively and require different intelligence criteria. Particularly the criteria for creative must emphasize originality of their output . These systems generate original information material such as sets of rules or neural networks adapted to given data, texts, images, theories, narratives, poems and music. Some examples of comparisons between IPSs will be presented and conclusions will be drawn.

KEYWORDS: Artificial Intelligence, Information Processing Systems, Comparison of Systems, algorithms, Prolog

SCHEDULING:

Wednesday 08th October, 2025	15:45 - 17:15	VIRTUAL ROOM WED-3	GR

EA-22

AI, Digital Transformation, and Democratization: Towards an Ethical and Inclusive Future for the Western Balkans

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ABSTRACT

Following the European Declaration on Digital Rights and Principles (2022) and the 2023 AI Treaty signed by the European Commission, the European Union has reinforced its commitment to digital transformation, emphasizing ethical use, inclusive access, and democratic governance. Drawing on the Venice Commission's foundational insights into democratization in Central and Eastern Europe and the broader Agenda for Democratization, this article explores the intersection between AI, human rights, and institutional development in the Western Balkans (W.B.). By addressing gaps in digital infrastructure and skills, especially in education, and acknowledging both democratic deficits and societal resistance, the EU aims to build a resilient, digitally empowered region.

KEYWORDS: AI Treaty, Digital Skills, Democratization, Western Balkans, eID, Human Rights, European Union, Public Sector, Education, Infrastructure

SCHEDULING:

Wednesday 08th October, 2025	15:45 - 17:15	VIRTUAL ROOM WED-3	GR

EA-23

Geopolitical Risk and Digital Innovation in Shaping Entrepreneurship: A Study in an International Economic Context

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ABSTRACT

In an increasingly volatile global landscape, shifting geopolitical dynamics are profoundly influencing entrepreneurial ecosystems. Rising tensions underscore the growing uncertainty entrepreneurs must navigate, as political instability, economic sanctions, and supply chain disruptions reshape the strategic decision-making environment. Simultaneously, rapid advancements in digital innovation, most notably in artificial intelligence (AI), automation, and data analytics, are redefining the nature of entrepreneurship by enabling new business models, transforming operations, and expanding market reach.

This dual context of geopolitical turbulence and technological transformation presents both opportunities and threats for emerging entrepreneurs. To better understand these dynamics, this study examines how young entrepreneurs and business students perceive and respond to geopolitical risk and digital innovation. Focus groups were conducted in Cyprus, a country uniquely situated at the intersection of geopolitical tensions and technological growth, hosting both regional military interests and a growing cluster of innovation-driven enterprises.

Findings reveal that while digital innovation is largely perceived as a catalyst for entrepreneurial growth, its intersection with geopolitical uncertainty generates complex perceptions of risk and resilience. Participants recognized both the enabling and destabilizing effects of these macro forces. Theoretically, this study contributes to the growing literature on entrepreneurship under uncertainty by integrating geopolitical analysis with digital innovation frameworks. Practically, it offers insights for policymakers and entrepreneurial support organizations on fostering resilience, adaptive capacity, and innovation readiness in environments marked by global instability.

KEYWORDS: Geopolitical Risk; Digital Innovation; Entrepreneurial Intentions; Entrepreneurial Ecosystems; International Economic Context

SCHEDULING:

Wednesday 08th October, 2025	15:45 - 17:15	VIRTUAL ROOM WED-3	GR

EA-24

From Competence to Confidence: How Classroom Management Shapes Teacher Wellbeing

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ABSTRACT

Teacher wellbeing has become a central concern in educational research and practice, as it is closely tied to instructional quality, student learning, and teacher retention. Despite the growing attention, the mechanisms that most effectively enhance wellbeing remain contested. Traditional approaches have emphasized stress management or lifestyle interventions, yet less is known about how professional competencies, particularly classroom management skills, contribute to educators' overall wellbeing. This study addresses that gap by examining the interplay between self-leadership, classroom management self-efficacy, and physical activity in predicting teacher wellbeing across life, workplace, and psychological domains.

The study was conducted with educators from Greek primary schools, representing a broad range of teaching specialties and educational backgrounds. Participants completed validated measures of self-leadership, classroom management self-efficacy, physical activity, and wellbeing. Using regression analyses, the research tested the relative importance of these factors while controlling for demographic characteristics such as age, gender, and teaching experience.

The findings are striking. Classroom management self-efficacy emerged as the dominant predictor of teacher wellbeing, demonstrating robust effects across all domains. Teachers who felt confident in their ability to maintain effective classroom environments reported significantly higher levels of life wellbeing, workplace wellbeing, and psychological well being. Among the dimensions of self-leadership, behavioral awareness and volition—the capacity to set goals, self-monitor, and regulate behavior—proved consistently beneficial, whereas other components, such as constructive thought patterns, were less influential. Interestingly, vigorous physical activity showed a modest but domain-specific effect, enhancing life wellbeing but not workplace or psychological wellbeing. In contrast, demographic variables and other activity levels did not significantly contribute to wellbeing outcomes.

These results underscore the centrality of professional confidence and self-regulation in shaping teacher wellbeing. Theoretically, the study extends the Job Demands–Resources framework by identifying classroom management self-efficacy as a critical personal resource that buffers stress and enhances satisfaction. It also refines self-leadership theory, demonstrating that goal-setting and behavioral awareness are more consequential for wellbeing than adaptive strategies or positive self-talk. Finally, the findings align with Conservation of Resources theory, illustrating how self-efficacy and self-leadership act as reinforcing resources that sustain teacher resilience.

For practice, the implications are clear. Teacher professional development should prioritize classroom management training as a core element of wellbeing promotion. Structured mentoring, evidence-based programs, and targeted self-leadership interventions focusing on goal-setting and self-monitoring could significantly strengthen educators' professional confidence and, in turn, their wellbeing. While physical activity contributes to personal life wellbeing, wellbeing at work appears to depend more on professional competencies than lifestyle habits.

Overall, this study calls for a competency-focused model of teacher wellbeing, shifting emphasis from generic wellness programs to interventions that build professional efficacy and self-regulatory skills. By addressing the root of occupational stress and fostering professional mastery, such initiatives hold promise not only for improving teacher wellbeing but also for advancing student outcomes and educational quality.

KEYWORDS: self-leadership, classroom management self-efficacy, physical activity, wellbeing

SCHEDULING:

Wednesday 08th October, 2025	15:45 - 17:15	VIRTUAL ROOM WED-3	GR

EA-25

From Smart Cities to Ethical AI: Rethinking Digital Transformation in Public Administration

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ABSTRACT

This paper examines the evolving role of digital technologies—particularly Artificial Intelligence (AI) and Blockchain—in reshaping public administration within the broader framework of smart city development. Drawing on international case studies, policy reports, and academic literature, it explores how state and local governments adopt AI to enhance public services, streamline decision-making, and improve citizen engagement. It also investigates the ethical, institutional, and infrastructural challenges that constrain responsible deployment, including data governance, algorithmic bias, and the digital divide.

In parallel, the study incorporates the concept of smart governance as a critical enabler of citizen-centered innovation, using the six-dimensional smart city model to contextualize technological adoption. The analysis further highlights the complementary role of blockchain in ensuring transparency and accountability, particularly in identity management and service delivery.
By synthesizing insights from practice-oriented handbooks, strategic frameworks, and academic research, the paper proposes a governance-driven model for digital transformation that prioritizes interoperability, inclusion, and ethical oversight. This approach aims to support public administrators and policymakers in crafting future-ready, resilient, and trustworthy digital government systems.

KEYWORDS: smart city, local government, artificial intelligence, blockchain

SCHEDULING:

Wednesday 08th October, 2025	17:30 - 19:30	VIRTUAL ROOM WED-1	GR

EA-26

Digital transformation and sustainability of information systems: institutional, technical and organizational challenges

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ABSTRACT

The dynamic of information systems (IS) in the contemporary digital era is internationally recognized. IS and Telecommunication Networks (TN) constitute the core of the information infrastructure of organizations both at organizational and economic level. Their contribution extends not only to the layer of effective management and distribution of data and information, but also to the layer of economic superiority in the light of the fact that the effective organization and circulation of information creates an undeniable competitive advantage for organizations that have qualitatively upgraded systems and applications for the communication and administration of their information data.

The digital transformation of organizational management no longer refers only to the provision of an information system with the aim of covering basic organizational needs, but includes all aspects that digital technology can help and upgrade through business resource management systems, decision-making, crisis management, communication and collaboration, etc. In this context, technologies such as Big Data Analysis, Internet of Things, Machine Learning, Cloud Computing Technologies, Augmented Reality etc. can be integrated and utilized by organizations in order to form a comprehensive digital framework for communication, decision-making, as well as the management, organization and exchange of data and information.

Within this context, this presentation seeks to explore the literature and thoroughly study the issue of sustainability of IS through the axes of impact at organizational and economic level and to highlight the multifaceted parameters that must be taken into account for the development of IS and the integration of available digital technologies. It will also delve into strategies for achieving sustainable IS and present practical applications and case studies. Moreover, the presentation aims to highlight how the integration of technological innovations raises issues related to the efficiency and thus the effective use of digital technologies in a crisis-hit environment relating to resourceful crisis management. The speed at which technology evolves, frequent changes in legislation, the abundance and complexity of digital media and tools, the lack of interoperability at an institutional, organizational, technical and conceptual level, the absence of internationally recognized standards, but also the lack of care for the adaptability of systems to

changes and the lack of robust telecommunications infrastructures are some of the parameters that this presentation pursues to study since they can significantly affect the sustainability of information systems and consequently the effective operation of the organization, especially in times of crisis, during which the readiness of the leadership in combination with the effectiveness of the IS are key factors for the successful outcome of crisis management.

KEYWORDS: Digital transformation, Sustainability, Information Systems, Crisis Management

SCHEDULING:

Wednesday 08th October, 2025	17:30 - 19:30	VIRTUAL ROOM WED-1	GR

EA-27

End-user resistance to ERP systems and intention to quit: The moderating role of promotion opportunities and perceived organizational support

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ABSTRACT

Despite the advantages associated with ERP systems, they often fail because organizations fail to incorporate the 'user' factor into the success equation. The present research delved into the mechanisms that trigger end-users' resistance in the operation stage and its connection with intention to quit. At the same time, the moderating role of promotion opportunities and perceived organizational support in the relationship between resistance and intention to leave was examined, while the work relationship was also taken into account. The quantitative approach was chosen through a questionnaire, with a sample of 115 employees. It was found that organizational support for change and perceived value can reduce user resistance, while loss costs increase it. It was shown that user resistance increases the intention to quit. Perceived organizational support is a moderator of the effect of resistance on intention to leave, reducing the intensity of this relationship for temporary staff. Promotion opportunities are a moderator of the effect of resistance on intention to leave, moderating the intensity of this relationship for permanent staff. The research makes a theoretical contribution to the literature on user resistance to ERP systems and important practical contributions to organizational change managers and policy makers, given that workforce stability is important for the organizations and the economy.

KEYWORDS: User resistance to ERP systems, intention to quit, perceived organizational support, promotion opportunities.

SCHEDULING:

Wednesday 08th October, 2025	17:30 - 19:30	VIRTUAL ROOM WED-1	GR

EA-28

The Impact of Leadership and Organizational Culture on the Development of Sustainability Skills in the Energy Sector

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ABSTRACT

Sustainability is a key priority for modern businesses, especially in the energy sector; however, its implementation faces significant challenges. The present study delves into the connection between leadership and the development of employees' sustainability skills. At the same time, the moderating role of organizational culture was examined. A quantitative approach was selected for the purposes of the research, using a questionnaire with a sample of 164 employees in the Energy Sector. It was found that transformational leadership and sustainable leadership have the power to enhance employees' sustainability skills. Furthermore, it was revealed that culture has a direct impact on the enhancement of sustainability skills, while also playing a coordinating role in the case of sustainable leadership. This study contributes theoretically to the literature by focusing on a relatively unexplored area: the connection between leadership styles (transformational and sustainable), organizational culture, and the development of employees' sustainability skills in the Energy Sector. At the same time, it offers significant practical contributions, presenting policy recommendations for organizations to strengthen sustainable behavior and increase adaptability to environmental challenges.

KEYWORDS: Transformational leadership, sustainable leadership, sustainability competencies, organizational culture

SCHEDULING:

Wednesday 08th October, 2025	17:30 - 19:30	VIRTUAL ROOM WED-1	GR

EA-29

Embedding AI Governance and Risk Management into the Internal Control Systems of Supreme Audit Institutions: Insights from the Viable System Model

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ABSTRACT

The modern organization operates in a dynamic environment where ambiguity and uncertainty abound due to rapid technological advancements. As an open social system functioning within a continuously evolving business context, it must identify external and internal issues relevant to its purpose and strategic direction, while continually aligning its governance and management models in ways that reflect the diversity of this environment. The adoption of Artificial Intelligence (AI) in Supreme Audit Institutions (SAIs) is no longer a distant aspiration—it is already reshaping the prospects of public auditing. Yet, alongside its promise arise equally urgent challenges of governance, risk, and accountability. For the Hellenic Court of Audit (the SAI of Greece), these risks can be transformed into strengths by grounding the effective use of AI on globally recognized standards.

Standards such as ISO/IEC 42001:2023 (AI Management Systems) provide a comprehensive framework for establishing policies, clarifying roles, and applying ethical norms in AI use. At the same time, ISO/IEC 23894:2023 (Information Technology — Artificial Intelligence — Guidance on Risk Management) offers practical guidance for addressing bias, transparency, robustness, and accountability. When such standards are embedded within the internal control system of the SAI of Greece —as outlined in INTOSAI GOV 9100 (control environment, risk assessment, control activities, information and communication, and monitoring)—AI can be deployed in a manner that is open, auditable, and trustworthy. Together with the values of ISSAI 12, "The Value and Benefits of Supreme Audit Institutions – making a difference to the lives of citizens", this integration reinforces the Court's constitutional mandate to cultivate public trust through accountability and transparency.

This work underscores the relevance of the Viable System Model (VSM), a cybernetic framework that views the Court as an adaptive, self-regulating system capable of sustaining viability in dynamic environments. By revealing systemic weaknesses such as silos, adverse feedback loops, or fragile resilience, the VSM guides the design of governance structures that are both resilient and flexible. This approach ensures that AI governance and risk management are integrated into an

evolving framework that strengthens institutional resilience and supports value creation for citizens.

KEYWORDS: Key words: Systems Approach, Public Audit, Artificial Intelligence, Quality Management System

SCHEDULING:

Wednesday 08th October, 2025	17:30 - 19:30	VIRTUAL ROOM WED-1	GR

EA-30

Systemic Management in the Service of Outbound Travel Agencies: Enhancing Service Quality and Sustaining Customer Loyalty

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ABSTRACT

This study focuses on the importance of customer loyalty as a key pillar of sustainability and growth for travel agencies. It demonstrates how by using Systemic methodologies and tools, the agency is able to provide high-quality services, avoiding to increase prices. This can lead to more satisfied, loyal customers and, consequently, repeated purchases as a result of Word of Mouth (WOM) and eWoM impressions. Through the Case Study of a Travel Agency in Heraklion Crete Greece, the study represents how Systemic Managment can lead to improvement of business efficiency.

This paper proposes the implementation of Systemic Dynamics tools, such as DCSYM, for a holistic understanding and improvement of internal business processes. Additionally, Systemic Project Management methodologies are utilized to enhance the overall efficiency of operations in a Travel Agency. Vensim software model is also employed to manage the complexity of the business environment, enabling informed decision-making that helps Tour Operators gain loyal customers at the lowest possible cost. This ensures a valuable, rare, non imitable long term competitive advantage for the tourist business and lead to its future sustainability.

SCHEDULING:

Wednesday 08th October, 2025	17:30 - 19:30	VIRTUAL ROOM WED-2	GR

EA-31

Transition to Contemporary Corporate Governance Practices through Implementation of ISO 37000: A Systemic Approach in a Maritime Sector Enterprise.

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ABSTRACT

This study explores the transition to contemporary corporate governance practices in the maritime sector through the implementation of ISO 37000. The research focuses on a Greek shipping enterprise employing approximately 120 staff and operating across sea, air, and land transport bookings. The company faces significant governance challenges, including the absence of an organizational chart, unclear role definitions, wage inequalities, toxic work culture, high employee turnover, and ineffective application of previous ISO standards.

Adopting a systemic perspective, the study applies the DCSYM methodology to capture both the current organizational state and a redesigned structure aligned with ISO 37000 principles. Additionally, simulation models are developed using Vensim to test governance scenarios and assess the potential impact of proposed reforms. This dual methodological approach allows for the exploration of complex interrelations among governance practices, human resources, and organizational performance.

The findings highlight the importance of systemic governance in addressing structural dysfunctions and fostering sustainable business practices. Specifically, the study demonstrates that the adoption of ISO 37000 can provide clarity in roles and responsibilities, reduce internal conflicts, mitigate toxicity, and enhance employee engagement. Moreover, the use of systemic modeling tools proves valuable in identifying leverage points for organizational change and in evaluating alternative governance strategies.

The contribution of this work lies in bridging theory and practice by offering a concrete case study on how ISO 37000 can be operationalized in the maritime sector. Beyond its relevance to shipping companies, the research emphasizes the broader applicability of systemic governance frameworks in industries facing similar challenges of complexity, cultural resistance, and organizational inertia.

KEYWORDS: Corporate Governance, ISO 37000, Maritime Sector, Organizational Toxicity, Systemic Modeling, Vensim Simulation, Employee Turnove, Organizational Structure

SCHEDULING:

Wednesday 08th October, 2025	17:30 - 19:30	VIRTUAL ROOM WED-2	GR

EA-32

Systemic Improvement of Supermarket Warehouse Operations Using DCSYM and System Dynamics

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ABSTRACT

This project addresses the systemic analysis and improvement of a supermarket warehouse, a critical node in the supply chain that directly impacts product availability, customer satisfaction, and operational costs. The research is founded on the principles of systemic thinking, recognizing the warehouse not as an isolated entity but as a dynamic, interdependent system where technical processes, human roles, and information flows interact continuously. Traditional inventory management approaches often fail to capture these complex interrelations, leading to inefficiencies, delays, and communication breakdowns.

To overcome these challenges, the project adopts a dual methodological framework. The first pillar is System Dynamics, operationalized through the simulation tool Vensim, which enables the quantitative modeling of stocks, flows, delays, and feedback loops. By simulating various scenarios of demand fluctuations, delivery times, and inventory policies, Vensim provides insight into the behavioral patterns of the system, highlighting vulnerabilities such as oscillations, shortages, or overstocking.

The second pillar is the Design and Control Systemic Methodology (DCSYM), which focuses on the qualitative dimension of organizational communication. Through DCSYM, the roles, decision-making processes, and information exchanges within the warehouse are mapped, allowing the identification of ambiguities, bottlenecks, and structural weaknesses. This methodology not only diagnoses organizational dysfunctions but also supports the design of improved role definitions and communication flows.

The innovative contribution of the study lies in the integration of Vensim and DCSYM, bridging quantitative simulation with qualitative organizational analysis. This hybrid approach enables a holistic understanding of the warehouse system: Vensim demonstrates what is happening in terms of inventory behavior, while DCSYM explains why these issues arise from communication and decision-making structures.

Ultimately, the project develops and evaluates alternative improvement scenarios, aiming to enhance systemic communication, align organizational processes, and optimize inventory management. By combining systemic modeling and systemic communication analysis, the study proposes actionable strategies that strengthen both technical performance and organizational resilience, offering a comprehensive framework for systemic process amelioration in retail logistics.

KEYWORDS: Systemic Thinking, System Dynamics, DCSYM, Warehouse Management, Process Improvement

SCHEDULING:

Wednesday 08th October, 2025	17:30 - 19:30	VIRTUAL ROOM WED-2	GR

EA-33

Transforming Detegra SA, through the implementation of DCSYM and Vensim models, six sigma and Artificial Intelligence for Efficient Communication and Operational Excellence

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ABSTRACT

My assignment presents two comprehensive studies conducted at Detegra, a company specializing in the production of detergents, water softeners, and related chemical products. The studies aim to address key organizational and industrial challenges by employing advanced systemic methodologies and simulation tools to improve decision-making, operational efficiency, and overall competitiveness.

The first study investigates persistent communication challenges between Detegra and its network of distributors. Inefficient information flow and limited feedback mechanisms have historically resulted in operational delays, misunderstandings, and a decline in customer satisfaction. To address this issue, the Dynamic Systemic Methodology (DcSym) was applied as a diagnostic and problem-solving framework. DcSym enabled the mapping of communication structures, identification of critical bottlenecks, and detection of systemic inconsistencies within the organization's interaction channels. By adopting a holistic perspective, the method facilitated the design of strategic interventions to improve information exchange and enhance collaboration across different organizational layers. The findings revealed significant improvements in decision transparency, response times, and distributor satisfaction following the implementation of the proposed solutions.

The second study shifts focus to Detegra's production facility in Avlona, Attica, where operational inefficiencies such as excessive production waste, underutilization of labor hours, and suboptimal equipment performance had been observed. The Vensim system dynamics modeling tool was employed to simulate production processes, test alternative operational scenarios, and quantify the impact of process changes. The integration of Six Sigma principles ensured a data-driven approach to quality control and process optimization. Furthermore, the study incorporated Artificial Intelligence (AI) solutions for predictive maintenance, real-time process monitoring, and automated decision support, thereby enabling a transition toward a digitally enhanced and lean manufacturing environment. The combined implementation of Vensim modeling, Six Sigma, and AI technologies resulted in a measurable reduction in production waste, improved labor productivity, and higher overall equipment effectiveness.

Together, these studies highlight the value of combining systemic analysis, simulation modeling, and modern data-driven methodologies in addressing complex organizational and industrial problems. They demonstrate how DcSym and Vensim, when supported by Six Sigma and AI-driven analytics, can serve as powerful enablers of organizational learning, operational excellence, and sustainable competitive advantage. Further exploration of cyber-physical production systems could help achieve fully autonomous manufacturing processes.

KEYWORDS: SYSTEMIC SOLUTION, DCSYM, VENSYM, COMMUNICATION, SIX SIGMA, AI

SCHEDULING:

Wednesday 08th October, 2025	17:30 - 19:30	VIRTUAL ROOM WED-2	GR

EA-34

Systemic Approaches to a Shipping Company Insurance Program

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ABSTRACT

The aim of this Certification Project is first to present in Part 1 the organizational chart, the responsibilities of the executives of COMPAREGREECE INSURANCE AGENT MON. IKE (Pricefox) where I work, as within this organizational-working environment the financial risk management program presented in Part 2 of this Certification Project is developed so that the reader has a good knowledge of the professional environment of our work.

The specific purpose of this Certification Project in Part 2 is its systemic nature which imposes, from a practical approach, the systemic analysis of the financial risk in order to implement the appropriate and economic insurance program of Pricefox for the Shipping Company XX and for the coverage of the employees.

The Soft Systems Methodology (SSM) and the Beer VSM model can be used, along with other systemic analysis tools, to implement a risk management system.
Finally, the results and findings from the uses of systemic risk identification approaches, the proposals and the lessons learned from the Certification Project are presented.

KEYWORDS: Systemic Approaches, Procefox, Insurance Program, Soft Systems Methodology, VSM model

SCHEDULING:

Wednesday 08th October, 2025	17:30 - 19:30	VIRTUAL ROOM WED-2	GR

EA-35

Design of Business Problems and Hypothesis Simulation of ARIS EMPORIKI MON. SA using the DCSYM Methodology and System Dynamics

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ABSTRACT

This study examines the working environment of a company, specifically the official store (boutique) of a football team, with the aim of identifying and analyzing the problems that hinder its growth and profitability. The methodological approach adopted is based on the Design and Control Systemic Methodology (DCSYM), which enables a comprehensive understanding of the complexity of business systems and the identification of structural dysfunctions.

Initially, the Current State (CS) of the company is represented through the documentation of its organizational structure, employee roles, and lines of communication and control. Through this representation, the core problem (P) affecting the proper functioning of the organization is identified. Subsequently, Proposed Improvements (PI) are presented, which include a redesign of the structure, processes, and communication flows. All of the above are developed using the DCSYM Case Tool.

The study then proceeds to the development of a dynamic model using the Vensim software, within the framework of System Dynamics, aiming to simulate a critical phenomenon related to performance and the conversion of potential buyers into final consumers. This simulation highlights the way the phenomenon evolves over time, offering valuable insights.
The ultimate goal of this research is to ensure the sustainability of the company, the smooth operation of its internal processes, and the enhancement of its competitiveness through systemic interventions.

KEYWORDS: Systemic Methodology, DCSYM, System Dynamics, Vensim

SCHEDULING:

Wednesday 08th October, 2025	17:30 - 19:30	VIRTUAL ROOM WED-3	GR

EA-36

The application of systemic analysis tools at the company "Metafrasis"

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ABSTRACT

This study focuses on assessing how business processes can be enhanced through the use of modeling with the DCSYM software and dynamic modeling–simulation with VENSIM.

It begins with the design of internal workflows and communication within the company Metafrasis, using the DCSYM Case Tool for systems analysis. This mapping revealed critical issues, such as a shortage of specialized personnel to meet urgent needs and the absence of a dedicated final quality control department. Simultaneously, the most effective solutions for tackling these problems were explored. Subsequently, the use of VENSIM dynamic modeling highlighted the importance of reinforcing parameters related to advertising, time required for hiring decisions and interaction factor, in alignment with the company's objective to grow its customer base.

The conclusions drawn from this study could serve as a highly practical guide for managing the company's current crisis and formulating a strategic path toward increasing productivity and enhancing competitiveness.

KEYWORDS: DCSYM, VENSIM, translation, systems, interaction, advertising

SCHEDULING:

Wednesday 08th October, 2025	17:30 - 19:30	VIRTUAL ROOM WED-3	GR

EA-37

Systemic Methologies Applied In Tourism Sector

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ABSTRACT

This project focuses on the application of systemic methodologies and system dynamics in the tourism sector, with the aim of promoting sustainable development and effectively managing complex interrelations among tourists, service providers, local communities, and government policies. The main objective is to balance economic, environmental, and social goals through the integration of strategic planning and innovative tools such as System Dynamics Modeling (Vensim), Soft Systems Methodology (SSM), and DCSym diagrams.

The study is centered around Hellenic Ferry Services S.A. (HFSS), a company related to maritime tourism. The seasonal nature of the tourism industry and its environmental challenges prompted the development of simulations and models to test interventions in areas like improving customer experience, managing tourism flow, and reducing the ecological footprint.

Models were designed to simulate bookings growth, customer service improvements, and environmental impact mitigation. Notably, the project promotes digital tools such as Vensim and DCSym, off-season promotional efforts, and eco-friendly travel options to overcome issues like overtourism, infrastructure strain, and inconsistent service quality.

The research highlights the importance of stakeholder engagement, from employees to customers and port authorities. It also stresses the role of modern technologies and smart tourism practices, as drivers of customer satisfaction and long-term business success.

By focusing on a real case study of Hellenic Ferry Services S.A., the project also demonstrates the real-world applicability and impact of systemic thinking in Greek maritime tourism. The integration of theoretical methodologies with practical implementation presents the potential for broader adoption across the tourism sector and highlights the critical and major role of systemic analysis in fostering sustainable growth and innovation.

Overall, the project offers a comprehensive view of how systemic thinking and dynamic modeling can support resilient and adaptive tourism operations, particularly in a geographically complex and tourism-dependent country like Greece. It concludes with recommendations on strategy, innovation, and sustainability that can guide similar businesses and policymakers across the tourism industry.

KEYWORDS: Systemic Methodologies, System Dynamics, Modeling, Tourism, DCSym, Vensim

SCHEDULING:

Wednesday 08th October, 2025	17:30 - 19:30	VIRTUAL ROOM WED-3	GR

EA-38

A Systemic Approach to the Understanding, Analysis, and Review of Milka Fantasy

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ABSTRACT

This study focuses on selected aspects of Systems Thinking, aiming to develop an adequate understanding of the concept of a System and the need for the application and development of system management methods. It is also based on the systemic methodology of DCSYM and the modeling tool VENSIM, which are suitable for supporting the management of demanding and complex problems that arise from the interaction of complex systems.

More specifically, the study applies the DCSYM systemic methodology to investigate the structures of a hypothetical dairy production unit, ‘’MILKA FANTASY’’. DCSYM confirms the hypothesis that the current form and structure of the organization significantly hinders the transmission of organized information among its subsystems, leading to major difficulties in production management and, consequently, significantly obstructing its commercial and export activity. Through the DCSYM methodology, an attempt is also made to reconfigure the organization's subsystems, and the proposed improvements are illustrated, aiming to make it more effective. For the purposes of the DCSYM methodology, on-site observation was utilized.

The SWOT analysis method from operations research was also used as a suitable tool, to focus on specific fields of the existing situation, which are further examined using the simulation tool of Dynamic Systems, Vensim PLE.

As we present System Dynamics as a foundational framework for understanding dynamic and complicated systems, we proceed to develop a simulation and modeling of the company under examination, in order to highlight the business decision-making. Using the Vensim software (PLE version), we construct—step by step and with explanatory clarity—a simulation of how the personnel of the Production Line analysts influence the improvement of the delivered products. We focus on if that parameter leads sufficiently to the reduction of customer complaints and consequently to an increase in the company’s sales and profitability. The outcome of the simulation is expressed in clearly understandable values, which demonstrates its significant usefulness for business decision-making. We use results and charts generated by Vensim during actual execution, as well as results and charts tion of the simulation variables.

We also comment on the effectiveness of the model and suggest improvements.

We conclude that by applying System Dynamics, we approach the dynamics of

organizations in terms of understanding them, and we are able to attempt their organizational transformation, long-term strategic management, and performance improvement.

KEYWORDS: Systemic Methodologies, Systems Thinking, System, DCSYM, VENSIM, subsystems, Systemic Modeling, decision-making, SWOT Analysis

SCHEDULING:

Wednesday 08th October, 2025	17:30 - 19:30	VIRTUAL ROOM WED-3	GR

EA-39

The Sugar of Housing: B.I.M.A. in Theory, B.I.M.A. in Practice – A Path Back to Traditional Airbnb

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ABSTRACT

One of the most pressing social phenomena confronting cities and citizens today is the housing crisis. Rental markets, whether through short-term platforms such as Airbnb or long-term purpose-driven leases like student housing and mobile professionals' residences, are under increasing strain.

According to a recent study by the Athens University of Economics and Business, the impact of short-term rentals on rental prices is considered "minimal"—just 0.4% of dwellings nationwide and 1.1% in central Athens. Yet the lived experience of citizens suggests otherwise: difficulty in finding affordable housing, skyrocketing rents, displacement of long-term residents, and the gradual reshaping of urban neighborhoods. This contradiction between statistical findings and social reality becomes the starting point for a systemic narrative.

The cooperative GoalsettingSynergies approaches this contradiction through a systemic lens. The analogy with sugar is telling: sugar does not cause immediate death, but over time destabilizes the human organism, leading to chronic disease and collapse. Similarly, short-term rentals are not the sole cause of the housing crisis; yet they act as accelerators within a fragile housing ecosystem, multiplying pressures, intensifying displacement, and weakening access to housing.

The analysis employs systemic thinking tools, observing the housing system as an HR Specialist would—by examining roles, functions, and interactions. From this perspective, Airbnb is not the origin of the crisis but an amplifier within a complex web of factors: inactive housing stock, absence of social housing policies, income inequalities, urban touristification, political decision-making, and demographic shifts. In alignment with the theme of the 21st HSSS Conference on Systemic Human Resources Management and New Technologies, this paper seeks to deconstruct the linear mindset of "one cause – one effect" and instead embrace a multi-factorial, systemic understanding of the housing crisis. Crises, after all, do not erupt from what is visible; they emerge from what silently accumulates, from the relationships and interactions of systemic parts.

Within this framework, the B.I.M.A. method (Bridging Intelligence, Mindfulness& Awareness) is presented as both theory and practice. In theory, it provides a framework for systemic return—from fragmentation to relation, from exploitation to balance. In practice, it operates as a tool for collective narrative, co-decision making and applied intervention. Specifically, B.I.M.A. proposes a path back to the "traditional Airbnb": hospitality from citizen to citizen, based on sustainable and

community-centered principles. It offers a foundation for recalibrating the economy of hospitality, embedding social and functional criteria, and restoring equilibrium between housing and tourism.

This approach has been developed and implemented by GoalsettingSynergies, a cooperative of applied innovation that puts into practice the principle of "the idea in action, otherwise again—step by step." Through targeted certifications and systemic interventions, theoretical constructs are transformed into tangible field-based change. This abstract therefore serves as a call for new mechanisms of thought and action: to move beyond isolated, profit-driven approaches and to gradually create nodes of a broader systemic network—where people, technologies, and cities co-shape the regenerative future of housing.

KEYWORDS: #BackToTraditionalAirbnb, #B.I.M.A.Method, #GoalsettingSynergies, #SystemicAirbnbCertifications, #Applied_Innovation_in_Housing

SCHEDULING:

Wednesday 08th October, 2025	17:30 - 19:30	VIRTUAL ROOM WED-3	GR

EA-40

Applying Systemic Methodologies in Human Resource Management for Sustainable Mixed-Use Tourism Developments: A Quality-Driven Conceptual Framework

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ABSTRACT

In the rapidly evolving landscape of the tourism industry, effective Human Resource Management (HRM) practices are essential for fostering organizational sustainability, adaptability, and resilience. Recognizing tourism organizations as dynamic, open systems continually interacting with complex environments, this conceptual paper explores the integration of systemic methodologies in HRM with advanced Quality Management (QM) frameworks, particularly Total Quality Management (TQM) and the Balanced Scorecard (BSC). The central objective of this study is to synthesize contemporary theoretical insights and industry best practices into a coherent, systemic conceptual framework specifically applicable to Mixed-Use Developments (MUDs), which represent increasingly prevalent investment models in sustainable tourism. A systemic perspective positions human resources not simply as organizational assets but as critical nodes facilitating the continuous exchange of knowledge, skills, and information among diverse stakeholders—including employees, customers, local communities, investors, and regulatory bodies. Such systemic HRM practices, when aligned with rigorous QM principles, can significantly enhance organizational effectiveness, workforce empowerment, stakeholder satisfaction, and overall service quality. The study specifically addresses the transformative role of digitalization and Artificial Intelligence (AI) as complementary mechanisms to traditional, human-centric management strategies. While acknowledging the growing influence of AI and digital technologies, the framework emphasizes their integration within established systemic practices to foster creativity, enhance employee engagement, and reinforce leadership adaptability, rather than replace essential human interactions. Adopting a strictly theoretical and literature-based methodological approach, this paper undertakes a comprehensive and critical literature review. It systematically examines existing scholarly discourse, synthesizes previous theoretical

contributions, and identifies best practices across different sectors of tourism-related investments. The resulting integrative systemic framework aims to bridge the gap between theoretical concepts and practical applications, thus offering a structured conceptual basis for future empirical research.

This conceptual exploration provides academics, policymakers, and industry practitioners with robust theoretical foundations and strategic recommendations for adopting holistic, systems-oriented approaches in HRM. In turn, such approaches can support the sustainable development goals and long-term competitiveness of tourism enterprises operating within increasingly complex and uncertain environments. Given its strictly conceptual orientation, the presented framework sets clear directions for subsequent empirical validations. Future studies should empirically investigate the applicability and effectiveness of the proposed systemic HRM methodologies in diverse tourism contexts, further enriching the ongoing scholarly and practical discourse on sustainable tourism management.

KEYWORDS: systemic methodologies; human resource management; quality management; conceptual framework; stakeholder engagement; artificial intelligence; sustainable tourism investments

SCHEDULING:

Thursday 09th October, 2025	11:45 - 13:15	VIRTUAL ROOM THU-2	GR

EA-41

The EDUCATE Framework for Resilience, Flexibility and Sustainability in Tourism Destination Ecosystems

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ABSTRACT

Tourism destination ecosystems face compounding shocks from climate change, economic volatility, public health crises, and sociopolitical disruptions. While "resilience" is widely invoked, actionable guidance on how education and training concretely build adaptive capacity and sustainability across interdependent stakeholders remains fragmented. This paper synthesizes scholarship on destination resilience, governance, micro and small enterprises (MSEs), technology-enabled learning, community programs, and seasonality to propose the EDUCATE Framework, a practical model for embedding continuous learning as core infrastructure of tourism destination ecosystems.

EDUCATE comprises seven integrated components: Engage stakeholders (co-design curricula with residents, MSEs, DMOs, and public agencies); Diagnose needs (rapid skills and risk audits covering hazards, market concentration, and capability gaps); Upskill pathways (tiered micro-credentials for frontline staff, CPD for managers, and higher-education modules for policymakers); Coherently govern (align training with destination resilience plans, budgets, and mandates); Apply technology (LMS, mobile micro-learning, VR crisis simulations, and data dashboards); Test & iterate (scenario planning, seasonal playbooks, after-action reviews); and Evaluate impact (decision-relevant KPIs connecting learning inputs to resilience, sustainability, and community outcomes).

Methodologically, we undertake a targeted scoping synthesis (2014–2025) to integrate dispersed insights into an operational blueprint and specify an implementation playbook for destination management organizations. We further propose a concise monitoring and evaluation scheme spanning capacity (training hours, certification rates), performance (incident response time, recovery trajectories), sustainability (resource intensity per guest-night, waste diversion, supplier compliance), community (resident sentiment, local revenue share), and learning outcomes (pre/post assessments, drill performance).

The contribution is threefold:
(1) a unified, mnemonic framework that operationalizes resilience through education and training across the full tourism destination ecosystem;
(2) actionable implementation guidance sensitive to SMEs, seasonal dynamics, and governance realities; and
(3) a minimal KPI set to evidence impact and enable iterative improvement. By institutionalizing EDUCATE, destinations can absorb shocks more effectively, adapt operations faster, and transform development pathways toward long-term sustainability and shared community value.

KEYWORDS: Tourism destination ecosystems, Resilience, Education and training, Flexibility, Sustainability, Stakeholders' Theory

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EA-42

Tourism Destination Ecosystems and AI: A Framework for Personalization, Optimization, and Sustainable Development

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ABSTRACT

Artificial Intelligence (AI) is reshaping tourism destinations ecosystems by enabling personalized visitor services, data-driven operational decisions, and measurable sustainability outcomes. This paper synthesizes recent scholarship and practice to propose a capability-to-outcome framework linking core AI tools, machine learning forecasting, recommender systems, natural language processing (NLP) for conversational agents, computer vision for sensing, and optimization for resources and pricing, to destination outcomes in experience quality, operational efficiency, and environmental stewardship. We argue that "smart tourism" requires moving beyond generic analytics toward deployable AI capabilities embedded in destination governance and everyday service delivery. The framework clarifies mechanisms and metrics: demand forecasting supports capacity management and dynamic pricing to reduce overcrowding; recommenders and behavioral nudges disperse flows and encourage off-peak or low-impact choices; NLP chatbots extend 24/7 multilingual service and accessibility; computer vision and IoT sensors enable real-time monitoring of crowds, assets, and environmental indicators; and optimization models improve energy, water, and waste performance in hospitality infrastructure. We specify key performance indicators (KPIs), e.g., hours above capacity thresholds, carbon per visitor-night, water use per guest, first-contact resolution, sentiment shifts, to evaluate causal impact rather than rely on anecdotal benefits. We complement the framework with concise cases illustrating city-level crowd management, hotel energy optimization, and transport or museum engagement, highlighting data requirements, organizational capabilities, and change-management considerations. Given the public nature of destination decisions, we examine governance and ethics: GDPR-compliant data practices, data minimization and DPIAs, algorithmic bias audits, explainability for public accountability, SME adoption barriers (costs, vendor lock-in, skills), and models for

public–private data collaboration (data trusts, living labs).

The paper concludes with a research agenda on (i) robust impact evaluation and rebound effects; (ii) inclusion and accessibility outcomes; (iii) SME-friendly AI deployment patterns; and (iv) guardrails for responsible AI in destination management. By articulating how specific AI capabilities map to operational levers, outcomes, and KPIs, this work offers destination managers and policymakers practical guidance to deploy AI at scale while safeguarding community wellbeing and environmental integrity.

KEYWORDS: Artificial Intelligence in Tourism, Tourism Destination Ecosystems, Visitor Experience Personalization, Sustainable Tourism Practices

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EA-43

The Impact of Wind Energy Development on Tourism in Protected Areas

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ABSTRACT

Natural ecosystems offer valuable services for recreation and nature-based tourism that are increasingly recognized for their potential to generate benefits that extend beyond local
economies to global conservation efforts. A recent World Bank report (2022) highlights how these activities "can support poverty alleviation, economic growth, biodiversity conservation and contribute to key global agreements and frameworks, including the 2030 Agenda for Sustainable Development". These recreational activities, categorized as recreational ecosystem services within the broader framework of cultural ecosystem services, provide benefits such as improved physical health(e.g., exercise)and psychological and emotional well-being.

While the economic value of ecosystem services is substantial, development projects like wind energy farms may conflict with conservation efforts. Economic valuation of ecosystem services can inform decision-makers about the full social costs and benefits of ecosystem exploitation and protection, contributing to improved resource allocation (Koetse et al., 2015).

This study will seek to evaluate potential negative externalities from the deployment of wind energy installations on recreational services of Greek Natura 2000 sites and assess the effectiveness of compensatory measures, utilizing a joint Contingent Valuation Method and Travel Cost method . The study will accommodate visual and ecological impacts, stakeholder perceptions and economic consequences. It aims to provide a comprehensive overview of how these developments affect tourism and to suggest solutions for harmonizing the two sectors.

This dissertation advances the academic discourse on the socio-economic and environmental trade-offs associated with wind energy development in protected areas, focusing specifically on welfare effects. The analysis will attempt to cover research gaps and define key objectives in the form of 2 main questions:

1) How much is the consumer surplus affected from the negative externalities of wind farm deployment in Natura environments?

2) How can this impact be controlled through positive mitigation strategies?

From a policy perspective, this study will offer actionable recommendations for balancing renewable energy development with environmental preservation. By quantifying the welfare implications of wind energy projects, the research equips policymakers with empirical evidence to support decision-making processes

KEYWORDS: wind energy, tourism, evaluation, recreation,investments, Natura 2000

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EA-44

Systemic Management in Dentistry: From the "Clinic-as-Unit" to the Resilient Clinical Ecosystem

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ABSTRACT

Abstract
This presentation introduces a comprehensive framework of systemic management for dental clinics, integrating strategic management, value-based care, and ESG principles into a "system of systems." Drawing on input–process–output models (Katz& Kahn), the "iceberg" logic to distinguish symptoms–structures–mental models, and circular feedback loops, the approach shifts management from episodic problem-solving to systemic learning. In a VUCA environment, competitive advantage is built through dynamic capabilities (sensing–seizing–transforming), alignment of resources, and a culture of psychological safety.

On a practical level, the framework proposes: (a) standardization of workflows (SOPs), semi-automated scheduling based on procedure duration, paperless/e-consent solutions, and targeted adoption of CAD/CAM; (b) micro-quality checks (15'/week) and interoperable information systems for real-time clinical–administrative coordination; (c) green practices in line with ECODENT and circular economy principles. Value measurement is embedded in the Balanced Scorecard/Performance Prism with clinical, operational, user-centered, and learning indicators: PREMs, PROMs, OHRQoL, NPS, chair utilization, and On-Time Delivery.

Expected outcomes include reduced no-shows, improved schedule adherence, and enhanced patient experience, while simultaneously mitigating operational risk and environmental footprint. The contribution of this work lies in articulating a practical, evidence-oriented framework that transforms the dental practice from a "technical unit of procedures" into a resilient, socially responsible clinical ecosystem. The proposed model functions as a bridge between strategy (mission→KPIs→review), clinical excellence, and organizational sustainability, providing clear implementation steps for leaders of dental teams.

KEYWORDS: systemic thinking; dental entrepreneurship; value-based dentistry; Balanced Scorecard/Performance Prism; PREMs/PROMs/OHRQoL; dynamic capabilities; VUCA; ESG/green dentistry.

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EA-45

Transforming Healthcare with AI: A Systemic and Sustainable Approach to Human–Machine Collaboration

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ABSTRACT

Artificial Intelligence (AI) is transforming healthcare by accelerating diagnoses, personalizing treatments, and optimizing operations. This text explores key AI applications in three areas: faster diagnosis, personalized medicine, and operational efficiency—emphasizing the importance of collaboration between AI systems and healthcare professionals.

Machine learning algorithms enable quicker and more accurate diagnoses by analyzing data from medical records and wearable devices. For example, AI can detect early signs of cancer or heart disease, allowing for timely intervention. Physicians contribute clinical expertise that enhances the reliability of these diagnostic tools.

In personalized medicine, AI helps tailor treatments to individual patient profiles by analyzing genetic and biological data. This leads to more effective therapies with fewer side effects. When doctors collaborate with AI systems, they can better interpret complex information, improving treatment outcomes.

AI also improves healthcare operations. It predicts staffing and supply needs, streamlines logistics, and enhances patient communication through chatbots and automated systems. When guided by medical professionals, these technologies increase efficiency and reduce costs.

Despite its potential, AI in healthcare faces challenges such as data privacy, ethical concerns, and acceptance among professionals. Addressing these issues and fostering human-AI collaboration is essential for successful implementation.

KEYWORDS: Artificial Intelligence, Healthcare, Machine Learning, Personalized Medicine.

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EA-46

Systemic Approach to the Procedure of Maintaining Medical Supplies Reserve for the Surgery Clinic of Metaxa Hospital

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ABSTRACT

This paper titled: "Systemic Approach to the Procedure of Maintaining Medical Supplies Reserve for the Surgery Clinic of Metaxa Hospital" stems from the need of maintaining and managing the levels of medical supplies that are stored in the department's warehouse. The inability to maintain a minimum reserve has been noticed and has resulted in constant shortcomings or surplus of medical supplies. This study is for the Surgery Clinic of the Metaxa Cancer Hospital, which is located on the 2nd floor.

Initially the layout (called "System Under Study") of the surgery Clinic with the use of DCSYM is presented while the different systems, subsystems, personell, communication and control channels are explained to what consists "Current Situation (CS) ". Afterwards the "recommend improvement (RI)" is presented with all the necessary communication chanells required for the resetting of the system's variables so as to provide the best healthcare while minimizing the collateral damage to the employees health and safety.

Moreover, using VENSIM a functional model is described which examines the remaining reserves of the medical supplies in conjunction with all the variables that affect it.

In conclusion ,this paper is an analysis of the organisation's internal structure, taking into consideration both internal and external factors while using pioneer methods to reach decisions regarding the restructuring and control of the organisation in order to achieve optimal results in real life scenarios

KEYWORDS: Systemic Approach, DCSYM, VENSIM, Systems Thinking.

SCHEDULING:

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EA-47

The Systemic Impact of Robotic General Surgery on the Healthcare System through Modeling and Simulation Using the Vensim Software – Retrospective Study of 5,000 Robotic Procedures (2006–2025)

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ABSTRACT

This study investigates the systemic impact of robotic general surgery on healthcare, through modeling and simulation using the Vensim software. The primary objective, is to illustrate how the implementation of robotic technology influences critical variables, such as quality of care, recovery time, cost, and the incidence of intraoperative and postoperative complications. The research is based on a retrospective analysis of 5,000 robotic procedures, conducted over a 19-year period, in Athens Medical Center, directed and performed by Dr. Konstantinos M. Konstantinidis and his medical team, with an average hospital stay of 3.75 days. The Da Vinci system, introduced in Greece in 2006, enabled the execution of complex surgical operations with enhanced precision, minimizing surgical trauma and accelerating patient recovery. Simulation outcomes highlighted substantial benefits, including reduced complications and improved care quality, while also underlining challenges, such as economic cost and systemic adaptation. Overall, robotic surgery emerges as a transformative technological advancement, with significant implications for patient outcomes, healthcare system efficiency, and strategic health policy planning.

Beyond the core findings, the study incorporated a structured system dynamics approach, defining ten primary variables that capture the complexity of robotic surgery's impact on healthcare. These included recovery time, duration of hospitalization, intraoperative and postoperative complications, cost, quality of care, number of procedures, daily and cumulative costs, surgical complexity, and recovery rate. By distinguishing between stocks (accumulated measures such as recovery stock, total cost, and care quality) and flows (dynamic processes such as recovery rate, complication rate, and daily costs), the Vensim model enabled a transparent visualization of causal interactions within the healthcare system.

The behavior of the variables revealed that robotic interventions generally shortened recovery time, reduced complication rates, and improved perceived quality of care, although they also increased direct financial costs but not total costs. Importantly, the model introduced the concept of "care quality" as an intangible stock, positively influenced by rapid recovery and negatively by complication flows, demonstrating how patient-centered outcomes could be quantified dynamically. The inclusion of equations, such as linking complication rate

to the number of surgeries and daily costs to surgical complexity, offered a replicable mathematical framework that can be further calibrated with real-world data.

The model's evaluation highlighted its clarity, representativeness, and flexibility for scenario testing (e.g., doubling procedure numbers, altering complication risks). While current limitations include simplified assumptions, lack of stochastic variation, and absence of patient heterogeneity, the framework provides a robust foundation for policy analysis and educational applications. Future extensions could integrate empirical datasets, nonlinear relationships, sensitivity analyses, and subgroup-specific modules to enhance realism and predictive capacity. Ultimately, the expanded model underscores the systemic role of robotic surgery not merely as a surgical innovation but as a driver of organizational and policy-level transformation in healthcare.

KEYWORDS: Systemic, Robotic, General, Surgery, Simulation, Modeling

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EA-48

Rethinking Technological Innovation Through the Lens of Knowledge Management Processes

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ABSTRACT

In the rapidly evolving landscape of digital transformation, knowledge management (KM) has emerged as a critical enabler of technological innovation. Recent literature increasingly emphasizes the importance of knowledge management processes—such as the acquisition, storage, transfer, and application of knowledge—as foundational components in the innovation process.

Knowledge management encompasses a range of organizational practices aimed at facilitating the effective flow and use of knowledge assets. These practices become particularly vital in the context of different types of technological innovation. This research aims to reexamine technological innovation through the perspective of knowledge management processes, focusing on how the acquisition, storage, transfer, and application of knowledge within organizations contribute to different types of technological innovation-including product, process, radical and incremental innovation.

Rather than viewing knowledge management as a support function, the analysis positions it at the heart of innovation, promoting strategic alignment between knowledge management processes and technological innovation efforts. By bridging knowledge management and technological innovation, this research contributes to a more holistic view of how organizations can leverage internal knowledge to navigate uncertainty and technological disruption. Findings indicate that organizations integrating knowledge management into their innovation

strategies are better equipped to adapt to technological change and maintain long-term competitive advantage.

Accordingly, this research investigates which types of technological innovation most significantly influence knowledge management processes, proposing a more integrated conceptual framework in which knowledge management acts as a primary driver of technological innovation across multiple dimensions.

KEYWORDS: Knowledge Management, Knowledge Management Processes, Technological Innovation, Types of Innovation, Competitive Advantage

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EA-49

From Static Outcomes to Continuous Learning: A Process-Based Framework for Evaluating Information Systems

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ABSTRACT

Evaluation in information systems (IS) has traditionally been dominated by static, results-oriented assessments that emphasize narrow outcome metrics, such as return on investment or user satisfaction scores. While valuable, such approaches often underplay the dynamic ways in which systems evolve alongside organizations, technologies, and users. To address this limitation, we propose a process-based evaluation (PBE) framework that reconceives evaluation as a continuous, stakeholder-engaged, and context-sensitive activity embedded across the IS lifecycle, from initial planning through design, implementation, and ongoing operations. Drawing upon established theories including the IS Success model, the Technology Acceptance Model (TAM), the Unified Theory of Acceptance and Use of Technology (UTAUT), sociotechnical perspectives, and agile/DevOps practices, the framework advances four interrelated mechanisms: iterative evaluation cycles that enable continuous adjustment; co-evaluation with stakeholders, ensuring perspectives of users, developers, and managers are integrated; adaptive metrics, which balance quantitative indicators and qualitative insights while remaining sensitive to evolving contexts; and design–operations feedback loops that connect findings directly to system refinement and organizational decision-making. Together, these mechanisms are posited to influence critical outcomes such as system adoption, user satisfaction, organizational agility, and net benefits. To support both scholars and practitioners, we present an operationalization guide that combines mixed-method instruments with process and outcome-oriented key performance indicators. This guide highlights how evaluation can be systematically embedded into delivery and governance structures without creating excessive overhead. Two brief vignettes, a tourism customer relationship management (CRM) system and a manufacturing digital twin implementation, demonstrate the framework's portability across domains and its capacity to generate actionable insights that extend beyond traditional evaluation techniques. The paper makes three primary contributions: (1) the development of an integrative, mechanism-based model of IS evaluation that emphasizes processes rather than static results; (2) the articulation of testable propositions linking PBE mechanisms to organizational and user-level outcomes; and (3) practitioner-oriented guidance for embedding evaluation within agile delivery pipelines and governance practices. Finally, we discuss broader implications for research, including opportunities to integrate AI-assisted evidence synthesis, ethics checkpoints, and cross-sector comparative studies into future process-based evaluation approaches.

KEYWORDS: Information Systems Evaluation, Process-Based Approach, Stakeholder Engagement, Agile Practices, Organizational Agility

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EA-50

The Impact of Electronic Marketing on the Development of Educational Services in the Region: The Case of the Peloponnese

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ABSTRACT

This undergraduate thesis investigates the impact of electronic marketing on the development of educational services in regional areas, focusing on the case of the Peloponnese in Greece.

Through an extensive literature review and quantitative analysis of 411 survey responses, the study explores public perceptions, preferences, and expectations regarding the digital presence of educational organizations.
Findings reveal that the majority of respondents consider a strong digital presence essential for the survival and growth of educational institutions in peripheral regions. Key factors influencing decision-making include clarity of information, professional aesthetics, transparency in pricing, and consistent updates. Channels such as social media, email marketing, and well-structured websites are identified as the most influential digital tools.

The study also highlights significant challenges faced by organizations, including lack
of specialized personnel and limited financial resources. To address these, the thesis proposes accessible digital tools and targeted strategies to enhance visibility and engagement.

Lastly, it offers concrete recommendations for both educational institutions and policymakers to support the digital transformation of education in regional contexts and strengthen access and competitiveness through technology.

KEYWORDS: E-marketing, educational services, digital presence, Peloponnese region.

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EA-51

Exploring Job Satisfaction and Motivation among Music and General Education Teachers in Greek Music Schools: A Quantitative Study

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ABSTRACT

This study examines the levels of job satisfaction and motivation among teachers employed in Greek public Music Schools—two closely interrelated constructs in both theory and practice. Music Schools represent a distinctive institutional model, established in 1988, that integrates general education with specialized music training. The hybrid structure of these schools creates a highly complex working environment in which teachers' roles differ significantly from those in conventional secondary schools. Understanding how teachers in Music Schools perceive their work experiences is essential, as such perceptions influence their productivity and efficiency.

The study employs a quantitative methodology and is based on the author's master's thesis, completed in February 2025 at the University of the Peloponnese. A total of 151 teachers—both music and general education specialists—participated by completing Paul Spector's Job Satisfaction Survey (JSS), which measures overall job satisfaction as well as satisfaction across nine specific job facets: pay, promotion, supervision, fringe benefits, contingent rewards, operating conditions, co-workers, nature of work, and communication.

Findings indicate that overall job satisfaction among Music School teachers is relatively low, with the lowest scores recorded for fringe benefits, pay, and promotion opportunities. Interestingly, the nature of the work received the highest scores, highlighting the importance of intrinsic motivation. However, music teachers report slightly higher overall job satisfaction and greater satisfaction across all job facets examined compared to their general education colleagues. A possible explanation for this difference is that music teachers may possess higher levels of intrinsic motivation.

The study also shows that overall job satisfaction tends to decrease as years of service increase. Teachers at the beginning of their careers maintain a neutral level of overall job satisfaction, with mean survey scores just above the dissatisfaction threshold—possibly reflecting a broader economic and social undervaluation of the profession.

These findings highlight the need to implement educational policies designed to reverse job dissatisfaction and low motivation among teachers. To be effective, these policies should address not only extrinsic but also intrinsic incentives, as the latter appear especially important for teachers in Music Schools.

KEYWORDS: job satisfaction, motivation, music teachers, general education teachers (non-music teachers), Music Schools

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EA-52

DSOS (Developmental Self-Observation Scheme): A Transformative Tool for Teacher Development

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ABSTRACT

This presentation introduces the Developmental Self-Observation Scheme (DSOS)—a systemic, research-based model designed to support meaningful and lasting development for teachers. Rooted in the empirical findings of a doctoral thesis and piloted with secondary school teachers of English in Greece, DSOS empowers educators to critically engage with their teaching practices, beliefs, and assumptions through a structured cycle of self-observation and reflection.

DSOS is deeply influenced by Mezirow's Transformative Learning Theory, emphasizing the transformation of deeply held personal teaching theories, values, and attitudes. The process begins with teachers setting their own developmental goals. Using customized tools (e.g., self-observation forms), they observe and reflect on their classroom practice. Through guided interviews with a mentor, teachers are encouraged to critically examine and challenge their ingrained assumptions about "good" teaching—many of which operate at a subconscious level.

This critical reflection enables a shift in meaning perspectives, leading to a more conscious, inclusive, and flexible professional identity. Over time, and as mentor support is gradually withdrawn, teachers develop the autonomy to sustain this reflective process independently, integrating it into their ongoing professional lives.

DSOS aligns with systemic principles by treating the teacher as a self-regulating system capable of generating internal feedback, adapting to new insights, and evolving over time. It raises awareness and leads to change and self-regulation, fostering both individual growth and systemic impact. Importantly, the model respects each teacher's context, allowing high levels of personalization while maintaining a structured developmental framework.

The pilot implementation revealed substantial changes in participants' beliefs, attitudes, emotional engagement, and teaching behaviors. Teachers reported increased self-awareness, greater confidence, and a more reflective stance toward their work. This evidence supports DSOS as a potentially powerful tool towards continuous teacher change, time resistant teacher transformation and development—a shift that redefines how teachers understand and enact their roles.

In light of evolving theoretical approaches to transformative learning and the Greek Ministry of Education's recent policy focus on teacher evaluation, DSOS may prove to be a timely and relevant model. Whether and how it aligns with current reforms and responds effectively to contemporary professional development needs remains open to further exploration. Future research might explore its role within broader systemic efforts to support teacher agency, reflection, self-development and meaningful evaluation.

KEYWORDS: Teacher Self-Observation, Teacher Development, Teacher Transformation, Teacher Education, Reflective Practice, Self-regulation.

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EA-53

Systemic Workflow Automation for Process Optimization: A Human-System Collaborative Framework for Transaction and Project Coordination in Service Industries

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ABSTRACT

This presentation demonstrates the practical application of systems thinking principles in creating an integrated workflow automation system for coordinating real estate transactions in Florida U.S.A., with potential applications in project coordination across various industries. The Smarta Sparta TC system demonstrates how systems methodologies can transform administrative work through intelligent automation, while maintaining essential human oversight.

The system addresses the multidimensional complexity of transaction/project coordination by implementing a hierarchical, interconnected architecture that manages calendar scheduling, task creation, multi-channel communication, and contractual compliance. Powered by Google Workspace, the system exhibits emergent properties where integrated design produces results beyond the capabilities of its individual tools.

The methodological framework combines DCSYM (Design and Control System Methodology) notation with process mapping, data integration, and compliance modeling to design a parent-child system structure. The parent system provides centralized control and task orchestration, while the child systems execute autonomous workflows. This approach produced measurable results, including a 70% reduction in coordination time, 100% schedule accuracy of sub-deliverables and final deliverables, and a significant increase in the ability to manage concurrent processes compared to baseline or traditional practices.

The session includes a live demonstration of a real-time workflow generation system, regulatory schedule automation, and synchronized communication between stakeholders. Both quantitative results and qualitative insights show how systemic principles can support a more transparent, resilient and people-centered administrative coordination of projects.

Finally, the case study explores the potential transfer of this systemic approach to project management and the academic sector. Applications may include complex processes such as faculty promotion processes, accreditation procedures, or strategic program development, where multiple stakeholders and systemic interdependencies play a critical role. In doing so, the study contributes to the conference's goal of bridging theoretical methodologies and practical applications across disciplines, demonstrating how systemic analysis can enhance decision-making, transparency, and long-term sustainability in both organizational and

academic contexts.

KEYWORDS: Workflow Automation, Systems Thinking, Human-System Collaboration, Service Industry Management, Organizational Intelligence, Process Integration, Project Management, DCSYM, Transaction Management

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EA-54

Green Management and Circular Economy in Industry: Strategies for By-product Utilization and Sustainability Metrics

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ABSTRACT

The transition towards sustainable industrial development requires the adoption of green management principles with circular economy (CE) frameworks. This study critically analyses strategies for the effective utilization of industrial by-products and waste in order to close material loops, reduce environmental burdens, and increase resource efficiency.[1] Specific focus is placed on approaches such as industrial ecosystem collaboration, product life cycle analysis approach, and cleaner production processes that enable the valorization of by-product flows across various manufacturing sectors.

Simultaneously, this work explores the implementation of robust sustainability metrics and key performance indicators (KPIs) to evaluate circularity using quantitative methods, environmental footprint, and operational efficiency. [2] Utilization of composite indicators, material flow analysis (MFA), and life cycle assessment (LCA) tools is reviewed as part of an extensive monitoring framework.[3]

Practical case studies and comparative assessments are presented to highlight best practices and regulatory implications, facilitating the harmonization of industrial processes with climate neutrality goals, the European Union Green Growth Strategy, and the 2030 Agenda for Sustainable Development. The study summarizes including a collection of recommendations for stakeholders on advancing CE adoption through strategic development, innovation, and cross-sector collaboration.

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KEYWORDS: Green Management, waste management, Circular Economy, Sustanability, Green Metrics, industrial by-products, industrial waste

SCHEDULING:

Thursday 09th October, 2025	13:30 - 15:00	VIRTUAL ROOM THU-2	GR

EA-55

Rewarding schemes for an entrepreneurial startup

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ABSTRACT

Introduction:
To startup a business, you need an innovative idea and an entrepreneurial spirit. Occasionally these are not enough. There is also a need for necessary financial incentives to motivate and keep the effort for growth and profitability. But only monetary forms cannot offer the venture of a startup that will lead to the development of a successful Small Medium Enterprise (SME). Non-monetary forms, even though they are not so tangible, they are also influential.

Review of Literature:
Entrepreneurs often envision their startup becoming profitable or even achieving exponential growth, leading to high personal income and possibly substantial equity value. Entrepreneurs are driven by the desire to work independently, make strategic decisions, and shape a business according to their vision.

The decision to develop a start-up is rarely driven by a single factor. It is the combination of financial rewards, personal fulfillment, autonomy, and long-term career benefits that forms a compelling incentive package for aspiring entrepreneurs. Balancing both monetary and non-monetary motivations is essential for sustaining the commitment and resilience required to build a successful start-up. Though a startup is a temporary organization, trying to find a profitable and repeatable business model (Altmann& Correio, 2020). The entrepreneurial startup motives can become a significant area that should be addressed in order to improve the SMEs survival rates through an increase in their growth rate.

The rewarding motives for an entrepreneurial startup, as the level of its achievement, it's financial perspectives, it's social appreciation and its

independence can contribute positively to the continuation and growth of a startup entity to an SME. Focusing mostly on developed countries there is still lack of evidence of this relationship on developing countries like Greece (Ismail, 2022).

Research Methods & Results:
The role of rewarding KPIs in a startup is to (a) focus on what really matters for the growth and sustainability of a startup, (b) keep the team aligned to the common goals in a startup, (c) use quantitative variables to measure growth and using them for taking corrective actions and (d) support investors' confidence showing the power and the progress of an involving startup that will continue and substantially affect the sophisticated SMEs growth rate. (Keyaka, 2023) An appropriate set of key performance indicators (financial and non-financial) was selected to measure the progress and performance of a startup, aligned with to its growth stage, the business model adopted and the selection of its strategic goals.

Discussion/ Conclusions:
The evolution of a startup to an SME and the progress of its entrepreneurship process is what characterized the identification and evaluation of the opportunities they have challenged and the resources used in order to successfully form and operate their SME entity. From then on, the search and identification of possible opportunities that will lead to strategic decisions on allocating available or scarce resources would have as a result the selection of more value-added opportunities.

KEYWORDS: Rewarding schemes, SMEs, Entrepreneurship, KPIs,

SCHEDULING:

Thursday 09th October, 2025	13:30 - 15:00	VIRTUAL ROOM THU-2	GR

EA-56

Enhancing the Operational Efficiency of a Specialized Speech Therapy Center Using Modern Software and Tools

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ABSTRACT

This study focuses on improving the operations of a Specialized Speech Therapy Center by restructuring both administrative and therapeutic processes, aiming for a more efficient allocation of tasks and enhanced service delivery for clients.

Initially, the Design and Control Systemic Methodology (DCSYM) was applied to visually represent the functional dynamics of the center. It was identified that the owner—who also serves as a therapist—is excessively burdened with both administrative and therapeutic responsibilities. This dual role creates challenges in fulfilling obligations on time and limits the availability for conducting therapy sessions and developing individualized programs. A redistribution of specific responsibilities was proposed, either by reallocating existing staff roles or through the creation of an additional position. This adjustment would allow the owner to focus on a supervisory role, contributing to a more rational and sustainable operation of the center.

The visualization of system components through the DCSYM tool facilitates not only a clearer understanding of the current issues but also supports ongoing efforts toward organizational change, even if immediate solutions are not feasible.

Subsequently, the modeling software Vensim was used to develop a "Dynamic Model for Client Flow Management in a Specialized Speech Therapy Center." This model captures the key variables affecting client flow—Potential Clients, Active Clients, and Completed Clients—in conjunction with factors such as advertising, therapist availability, and service quality.

The simulation revealed that:
An increase in therapist availability leads to a higher number of completed clients.
A decline in service quality reduces both the center's reputation and demand.
Advertising influences demand, but only when sufficient capacity is available to meet the increased interest.

Additionally, a reinforcing feedback loop related to the center's reputation was identified, which positively influences the attraction of new clients over time.

In conclusion, the combined use of DCSYM and Vensim provided a comprehensive approach—both qualitative and quantitative—that enhances evidence-based decision-making for improving operational efficiency and shaping strategic growth in the center.

KEYWORDS: DCSYM, Vensim, Speech Therapy Center, operational efficiency, strategic growth.

SCHEDULING:

Thursday 09th October, 2025	13:30 - 15:00	VIRTUAL ROOM THU-3	GR

EA-57

Application of Systemic Tools and the Impact of HR on the Company Anicell

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ABSTRACT

This study examines the improvement of business processes through the application of the DCSYM methodology and dynamic modeling with the Vensim tool. The purpose is to analyze and optimize the ordering, delivery, and payment system in a veterinary supplies company.

The application of the DCSYM methodology allows the modeling of the communications and flows of the system, highlighting weaknesses and inefficiencies, and proposes the introduction of the role of Sales Enablement Manager to enhance communication and inventory management. The simulation in Vensim demonstrates the importance of better inventory management and communication with carriers to reduce lead times and increase efficiency. Through two scenarios, the study highlights the importance of strengthening these parameters and highlights the critical role of the new position in integrating the company's administrative and operational processes.

The results of the study provide valuable data for the strategic improvement of the business and the achievement of greater efficiency and customer satisfaction.

KEYWORDS: HR, Sales Enablement Manager, System Dynamics, Process Enhancement, Communication

SCHEDULING:

Thursday 09th October, 2025	13:30 - 15:00	VIRTUAL ROOM THU-3	GR

EA-58

Systemic Analysis and Optimization of the Human Resources Department at G4S Greece

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ABSTRACT

1. Introduction and Study Objective.

This study explores the operational structure of the Human Resources (HR) Department at G4S Greece, aiming to identify inefficiencies and implement strategic improvements using systemic thinking. With organizational complexity (policies are prepared in the US Headquarters to cover 104 business units worldwide) internal communication issues are becoming more prevalent and frequent, the need for holistic analysis and intervention is greater than ever.
The motivation stems from observed dysfunctions within the HR department, such as fragmented roles, ambiguous responsibilities, and inefficient communication flows. These issues led to delays, errors, and decreased employee satisfaction.
The ultimate goal of this certification study is to enhance the functionality of HR operations through systemic redesign, using two core methodologies:
- DCSYM (Design and Control Systemic Methodology) for structural analysis and modeling
- Vensim for dynamic modeling and simulation of recruitment and employee development processes
This dual-method approach offers both a qualitative and quantitative understanding of the organizational system, enabling comprehensive problem identification and effective solutions.

2. Methodological Framework.

2.1 DCSYM Methodology.
DCSYM provides a framework for visualizing and analyzing organizational structures and their internal communication patterns. It models subsystems (e.g., Payroll, Recruitment), roles (e.g., HR Manager, Coordinator), and control fields (areas where decisions and influence are exercised).

2.2 Vensim Simulation.
In this study, Vensim simulates the process by which candidates are recruited and developed into senior HR staff.

3. Analysis of the Existing System.

Initial analysis using DCSYM revealed several critical problems:
- Fragmentation of roles
- Distorted communication

- Overload at the leadership level
These led to delays, increased errors, and decreased job satisfaction.

4. Proposed Improvements.

The redesigned HR model included:
- Merged roles for clarity and efficiency
- Reduced communication complexity
- More focused managerial involvement
These were validated using the DCSYM Case Tool.

5. Vensim Simulation and Results.

The Vensim model tracked the employee life cycle from applicant to senior recruiter. The model revealed the importance of influence, retention, and promotion timing, helping optimize recruitment and development strategies.

6. Outcomes and Contributions.

Outcomes included:
- Enhanced diagnostics
- Structural optimization
- Scenario-based forecasting

Benefits realized:
- Communication delay reduction
- Workflow simplification
- Improved staff satisfaction

7. Conclusion.

Systemic methodologies like DCSYM and Vensim can transform organizational performance. The case of G4S Greece HR highlights their potential to resolve inefficiencies and enhance strategic agility.

KEYWORDS: Systems Thinking, Human Resources Management, Organizational Modeling, DCSYM Methodology, Vensim Simulation, Process Optimization

SCHEDULING:

Thursday 09th October, 2025	13:30 - 15:00	VIRTUAL ROOM THU-3	GR

EA-59

Modern System Dynamics And Digital Transformation In A Commercial Company

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ABSTRACT

This study examines the optimization of a supermarket chain's operations through the use of systems thinking and simulation tools, such as DCSYM and Vensim. Its objective is to analyze and address key issues related to supply chain management, interdepartmental communication, and the overall efficiency of the business.

Initially, the organizational structure of the commercial enterprise is presented, depicting the relationships and interactions between different departments. Using DCSYM, communication flows are mapped, and the main obstacles affecting decision-making and business efficiency are identified.

Subsequently, three main problems are analyzed:
1.Delays in communication between departments, leading to ineffective decisions.
2.Inaccurate demand forecasting, causing either product shortages or excessive inventory.
3.Inefficient inventory control, which burdens the company's operations and increases operating costs.

To address these issues, Vensim is utilized to study the behavior of inventory in the central warehouse and stores under fluctuations in product demand. By simulating various scenarios, solutions are developed such as automating inventory management, improving demand forecasting through analytical tools, and enhancing collaboration between departments.
The study concludes that the implementation of these tools can significantly contribute to improving the overall operation of the commercial enterprise by reducing costs, improving communication, and increasing customer satisfaction.

KEYWORDS: dscym vensim digital transformation innovation

SCHEDULING:

Thursday 09th October, 2025	13:30 - 15:00	VIRTUAL ROOM THU-3	GR

EA-60

Human Factors in Pharmaceutical Quality and HR Systems: A Systemic Perspective

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ABSTRACT

Pharmaceutical quality systems have historically focused on procedural compliance, documentation, and technical controls. Nonetheless, human factors remain a principal determinant of both organizational performance and regulatory adherence. The complexity inherent in pharmaceutical operations, characterized by interdependent processes, regulatory constraints, and human actors, necessitates the adoption of a systemic perspective that addresses both structural and behavioral dimensions. A systemic approach allows for the identification of dynamic interactions among processes, personnel, and organizational culture, which collectively influence the efficacy of quality management systems.

This presentation examines how systemic human resource (HR) strategies, integrated with psychological insights, can strengthen organizational outcomes in pharmaceutical contexts. Drawing upon practical experience from GMP inspections, quality management, and behavioral sciences, it illustrates how staff motivation, engagement, resilience, communication, leadership, and cultural factors directly impact compliance and operational performance. Emphasis is placed on understanding not only individual behaviors but also the organizational structures and processes that condition these behaviors, thereby providing a coherent framework for addressing risk, errors, and system-wide performance.

By adopting a systemic perspective, organizations can design interventions that

simultaneously enhance technical compliance and human adaptability. Structured training programs, role clarity, continuous feedback loops, and leadership engagement constitute key elements of this approach, facilitating sustainable improvements in both employee performance and organizational resilience. This presentation proposes a model that bridges technical and human dimensions, ensuring that quality systems operate effectively while supporting workforce wellbeing and long-term organizational objectives.

KEYWORDS: human factors, systemic HR management, pharmaceutical quality systems, organizational psychology, risk management, employee engagement, resilience, compliance

SCHEDULING:

Thursday 09th October, 2025	15:30 - 17:45	VIRTUAL ROOM THU-1	GR

EA-61

Artificial Intelligence, New Technologies, and the Psychology of Work in Regulated Environments: A Systemic Approach

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ABSTRACT

Digital transformation, artificial intelligence (AI), and emerging technological solutions are increasingly embedded in organizational processes across both private and public sectors. Their deployment is not limited to operational efficiency or decision-making support; they fundamentally alter the interaction between human actors, procedural systems, and organizational objectives. The integration of these technologies within regulated environments introduces both opportunities for compliance enhancement and challenges associated with human adaptation, acceptance, and resilience. While AI can contribute to error reduction, process transparency, and risk mitigation, its implementation without consideration of systemic human and organizational factors may yield suboptimal outcomes or unintended consequences.

From a regulatory and quality management perspective, AI-enabled tools can support accountability, monitoring, and the traceability of operations. However, the realization of these benefits is contingent upon alignment with human resources practices, organizational culture, and employee engagement. A systemic perspective, encompassing interrelated processes, roles, and psychological dimensions, is essential to ensure that technological adoption does not occur in isolation but as part of an integrated framework that fosters both operational compliance and human adaptability.

This presentation examines the intersection of technology, systemic human resource management, and organizational psychology. Drawing upon practical experience from quality management, and organizational practice, it illustrates how structured HR strategies, continuous training, communication, feedback, and

resilience programs can facilitate the effective integration of AI within complex regulatory environments. Furthermore, the analysis emphasizes the psychological implications of technological change, including digital stress, resistance, and the potential for role ambiguity, highlighting the necessity of embedding human-centered strategies within systemic frameworks.

Ultimately, a systemic approach that integrates technological innovation, HR management, and human behavioral insights can enhance organizational performance, resilience, and compliance. Practical recommendations are provided to demonstrate how organizations can operationalize this approach, ensuring that digital transformation efforts remain both effective and sustainable within regulated contexts.

KEYWORDS: AI adoption, digital transformation, systemic HR management, human factors, organizational psychology, compliance, regulated environments, human-centered innovation

SCHEDULING:

Thursday 09th October, 2025	15:30 - 17:45	VIRTUAL ROOM THU-1	GR

EA-62

Bridging the Gap: ESG Criteria and Financial Performance

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ABSTRACT

This study presents a comprehensive literature review examining the relationship between Environmental, Social, and Governance (ESG) criteria and the financial performance of companies, with a particular focus on Greek firms listed on the stock exchange. The motivation for this review arises from a notable gap in the Greek academic literature on this topic, underscoring the relevance and necessity of the analysis.

International research consistently highlights a positive correlation between ESG practices and improved business and financial outcomes. Firms that adopt ESG strategies tend to benefit from enhanced corporate reputation, increased shareholder value, and stronger financial indicators such as Return on Assets (ROA) and Tobin's Q. Additionally, investors who consider ESG factors often achieve superior returns while contributing to broader goals of sustainable development.
In the Greek context, the adoption of ESG practices remains in its early stages, largely due to the dominance of small and medium-sized enterprises. However, there is a growing interest and commitment among larger listed companies, suggesting a gradual shift toward integrating sustainability into strategic business management.

This review contributes to the ongoing discourse on sustainable finance by synthesizing international insights and contextualizing them within the emerging Greek ESG landscape, offering a foundation for future research and practical applications.

KEYWORDS: Sustainable Development, ESG , Tobin's Q

SCHEDULING:

Thursday 09th October, 2025	15:30 - 17:45	VIRTUAL ROOM THU-1	GR

EA-63

Targeting and evaluation of municipal employees, through the audits of the Financial Supervision & Control Service (FSCS)

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ABSTRACT

The target setting and evaluation system currently applied throughout the Public Administration also includes municipalities (law 4940/2022). However, the important material provided by the reports of the competent municipal financial control services highlights the existence of many problems in the implementation of the relevant provisions.

In the proposal, which is based on the processing of a large number of reports, an attempt is made to highlight the real operating conditions of municipalities, to focus on critical parameters and, ultimately, to draw useful conclusions.

KEYWORDS: Objectives, evaluation, financial control, findings, recommendations

SCHEDULING:

Thursday 09th October, 2025	15:30 - 17:45	VIRTUAL ROOM THU-1	GR

EA-64

Organisational Blind Spots in Cloud Privacy Incidents: A Systemic Approach to Risk and Resilience

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ABSTRACT

As organisations increasingly move their critical operations and data into cloud ecosystems, they benefit from unprecedented flexibility, scalability, and cost-effectiveness. Yet this same shift introduces hidden risks that many fail to fully grasp. Cloud environments are complex socio-technical systems: they involve people, processes, and technologies interacting across organisational and contractual boundaries, often with blurred lines of responsibility and accountability. This interdependence makes it easy for blind spots to develop — areas where small technical missteps can propagate into large-scale privacy incidents and operational crises.

A typical scenario illustrates this clearly: a DevOps engineer misconfigures a storage bucket in a multi-cloud setup, unintentionally leaving it open to the public. Sensitive customer data is exposed, triggering a privacy breach and forcing the organisation to suspend services to contain the fallout and investigate. In this single event, gaps in information security controls, unclear privacy safeguards, and inadequate business continuity planning converge. The root problem is rarely just technical error; rather, it reflects how teams work in silos, how oversight is fragmented, and how feedback loops to detect and correct such missteps are weak or non-existent.

Traditional risk management frameworks often isolate privacy compliance, security controls, and continuity planning as separate domains. This approach hides the feedback loops and interdependencies that make incidents escalate. A systemic approach reframes this challenge: instead of treating each domain as an island, it sees cloud operations as a dynamic whole. By using systemic methodologies, organisations can map where people, data, and processes interact, identify hidden failure points, and spot reinforcing loops that either stabilise or amplify risks.

In practice, this means visualising the flows of permissions and responsibilities across teams and third-party providers, highlighting where governance is missing or roles are ill-defined. Systemic archetypes, such as "Fixes that Fail", help to explain recurring patterns where organisations patch technical flaws without addressing the underlying organisational or cultural contributors. Such insights show why short-term fixes often fail to build long-term resilience.

Adopting a systemic lens empowers organisations to strengthen their risk governance and align security, privacy, and continuity efforts. By recognising that cloud ecosystems are socio-technical systems — and that blind spots emerge where human, technical, and procedural factors intersect — leaders can move beyond compliance checklists and build structures that adapt to changing threats. This approach supports not only stronger incident response but also sustainable trust with stakeholders in an era of constant data flows and evolving cloud dependencies.

KEYWORDS: cloud, privacy, resilience, risk, socio-technical systems, systemic approach, organisational blind spots, interdependencies, business continuity, security

SCHEDULING:

Thursday 09th October, 2025	15:30 - 17:45	VIRTUAL ROOM THU-2	GR

EA-65

Application of Systems Dynamic Modeling in Axion Health Company

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ABSTRACT

This study focuses on the improvement of the organizational structure and communication and management processes in Axion Health, using DCSYM (Design and Control Systemic Methodology) and dynamic modeling through Vensim. Initially, the existing situation of the organisation was mapped, highlighting problems such as over-concentration of responsibilities in management, complexity in communication lines and lack of intermediaries. Then, through DCSYM, organisational improvements were proposed, including restructuring communication flows and introducing roles such as Area Managers, with the aim of reducing the CEO's workload and enhancing efficiency.

The implementation of the methodology revealed the potential for significant improvements in the functioning of the organisation, such as faster decision making, clearer role allocation and improved flexibility. At the same time, dynamic modelling using Vensim provided a comprehensive simulation of the medical product acceptance and payment process, offering valuable insights for identifying bottlenecks and predicting the impact of proposed changes.

The study highlighted the importance of systems thinking and dynamic modeling for improving complex organizational problems. The results show that a holistic approach through DCSYM can lead to a more efficient and functional organizational structure, enhancing efficiency and competitiveness. The proposed solutions, together with the simulation findings, provide a framework for future implementation and research, with the aim of continuous growth and improvement of the company.

KEYWORDS: Dynamic Modeling, DCSYM, HR, decision making

SCHEDULING:

Thursday 09th October, 2025	15:30 - 17:45	VIRTUAL ROOM THU-2	GR

EA-66

The impact of COVID-19 on small business outcomes and expectations

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ABSTRACT

To explore the impact of coronavirus disease 2019 (COVID-19) on small businesses, we conducted a survey of more than 5,800 small businesses between March 28 and April 4, 2020.

Several themes emerged.
- First, mass layoffs and closures had already occurred, just a few weeks into the crisis.
- Second, the risk of closure was negatively associated with the expected length of the crisis. Moreover, businesses had widely varying beliefs about the likely duration of COVID-related disruptions.
- Third, many small businesses are financially fragile: The median business with more than $10,000 in monthly expenses had only about 2 wk of cash on hand at the time of the survey.
- Fourth, the majority of businesses planned to seek funding through the Coronavirus Aid, Relief, and Economic Security (CARES) Act.

However, many anticipated problems with accessing the program, such as bureaucratic hassles and difficulties establishing eligibility. Using experimental variation, we also assess take-up rates and business resilience effects for loans relative to grants-based programs.

KEYWORDS: Covid-19, effects

SCHEDULING:

Thursday 09th October, 2025	15:30 - 17:45	VIRTUAL ROOM THU-2	GR

EA-67

Digitization Project

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ABSTRACT

This presentation will showcase the Digitization Project of a major company in the electricity supply sector. The project focuses on converting physical documents into digital format to enhance accessibility, security, and efficiency in information management. Through systematic scanning, classification, and archiving of legacy records, the initiative enables easy data retrieval, reduces physical storage needs, and strengthens compliance with regulatory frameworks.

Specific tools such as DCSYM, VENSIM, and VISIO will be used to illustrate the project's workflow diagrams, outcomes, identified inefficiencies, and the proposed solutions addressing them.

KEYWORDS: Digitization, Project, Change Management, DCSYM, VENSIM, VISIO

SCHEDULING:

Thursday 09th October, 2025	15:30 - 17:45	VIRTUAL ROOM THU-2	GR

EA-68

Systemic Approaches to Energy Management in the Facilities of a Municipal Water Supply and Sewerage Company of a Greek Island

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ABSTRACT

In today's complex and rapidly changing energy landscape, municipal water supply and sewerage companies on islands face increasing challenges in ensuring efficient, reliable, and sustainable energy management. The combined impact of climate change, volatile energy prices, and the seasonal peaks in demand due to tourism puts significant pressure on their operational systems. In such an environment, adopting systemic approaches becomes essential for achieving energy efficiency, integrating renewable energy sources, and ensuring long-term sustainability.

This paper explores the application of systemic methodologies to the energy management of a municipal water and sewerage utility located on a Greek island. The study employs a dual framework: first, analyzing the external environment and internal conditions through tools such as SWOT and PESTEL, and second, applying systemic methodologies including the Design and Control Systemic Methodology (DCSYM), the Viable System Model (VSM), and System Dynamics modeling. These methods allow for the mapping of energy consumption patterns, identification of inefficiencies in pumping stations and desalination units, and the design of optimized solutions that balance energy demand with renewable supply.

Key strategies include integrating photovoltaic systems under net-metering/net-billing schemes, deploying battery energy storage for load shifting, and adopting smart monitoring systems to ensure resilience in case of grid disruptions or fuel supply constraints. By approaching energy management as a systemic challenge, the company is able to align technical solutions with organizational structures, improve interdepartmental coordination, and strengthen decision-making under uncertainty.

The recommendations focus on the development of a dynamic and adaptive energy management framework that enhances efficiency, reduces operational costs, and contributes to environmental sustainability. The active involvement of stakeholders—employees, municipal authorities, local communities, and energy providers—is emphasized as a cornerstone of successful implementation. The systemic perspective ensures that the company not only reduces its carbon footprint and operating expenses but also positions itself as a driver of the island's broader energy transition.

The results demonstrate how the application of systemic methodologies leads to a redesigned operational framework for energy use, where renewable integration, storage, and demand-side management are coordinated in a structured and resilient manner. Conclusions highlight both the benefits achieved and the areas for further development, such as exploring Vehicle-to-Grid (V2G) synergies with municipal fleets or expanding renewable coverage to wastewater treatment facilities.

KEYWORDS: Systemic Methodologies, Energy Management, Systems Thinking, Renewable Energy Integration, Sustainability, Water-Energy Nexus

SCHEDULING:

Thursday 09th October, 2025	15:30 - 17:45	VIRTUAL ROOM THU-3	GR

EA-69

Systemic Redesign of the Digital Project Lifecycle in a Greek Energy & Utilities Company

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ABSTRACT

This study presents a systemic analysis of digital transformation within a Greek Energy & Utilities company, focusing on the lifecycle of digital projects and the organizational structures that support them. Using systems thinking as a guiding framework, the research investigates how fragmented processes, communication breakdowns, and the absence of feedback loops in the current state ("as-is") hinder the organization's ability to adapt and evolve in a rapidly changing energy market.

In the as-is scenario, digital project requests originate from various roles across the enterprise and are directed to the IT department without a standardized intake mechanism. These requests often suffer from ambiguity due to misalignment in language and understanding between technical and business stakeholders. The lack of a coherent system for evaluating, prioritizing, and tracking these requests results in delayed decision-making, particularly for high-cost initiatives. This systemic dysfunction poses risks of organizational stagnation and strategic misalignment.

The study identifies two core systemic problems: (1) the absence of a standardized mechanism for managing digital project requests, and (2) the persistent misalignment between technical and business domains. To address these challenges, a redesigned "to-be" state is proposed, introducing a lifecycle-centric approach to digital project management. Key interventions include the centralization of project intake by department, the implementation of a unified request management platform (e.g., Jira), and the creation of a new organizational unit—Digital Development& Data Engineering. This unit serves as a systemic integrator, bridging technical and business perspectives to ensure accurate requirement capture, evaluation, and monitoring throughout the project lifecycle.

Two systemic methodologies underpin the analysis and proposed redesign: Dynamic Modeling and the Design and Control Systemic Methodology (DCSYM). Dynamic Modeling facilitates the understanding of organizational complexity and interdependencies, while DCSYM provides a structured framework for diagnosing and redesigning systemic processes.

The proposed interventions enhance information flows, redefine roles and boundaries, and embed feedback mechanisms for continuous learning. By reframing digital transformation as an evolving system of interdependent processes, actors, and technologies, the organization strengthens its capacity for strategic responsiveness, operational resilience, and innovation. This systemic approach equips the company to navigate the evolving energy landscape with agility and sustained competitiveness.

KEYWORDS: Systems Thinking, Digital Transformation, DCSYM, Dynamic Modeling, Energy Sector, Project Lifecycle

SCHEDULING:

Thursday 09th October, 2025	15:30 - 17:45	VIRTUAL ROOM THU-3	GR

EA-70

Integrated Water Resources Management in Greece: Challenges, Social Impacts and Adaptation Strategies

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ABSTRACT

Water resource management in Greece is increasingly challenged by climate change impacts, tourism, and the overexploitation of groundwater. This review compiles the available reviewed literature regarding the water stress issue and its socio-economic impacts across the mainland and islands of Greece. It also assesses the impacts of Integrated Water Resources Management (IWRM) practices and governance deficits. Although policy debates are intensifying regarding IWRM, practice is still lacking due to governing fragmentation, low multi-actor collaboration, and insufficient public involvement. Hydrologic, economic, and political empirical models suggest that integrated approaches, particularly those using scenario-based frameworks, greatly reduce water stress through the use of supply and demand both sides. Nevertheless, adaptation methods like inter-basin transfers, desalination, and nature-based adaptations are often resisted due to high costs, ecological concerns, and governance frameworks. Water scarcity impacts are compounded by social inequities on islands and in agricultural regions that directly rely on the resource.

KEYWORDS: water resources, water resources management, IWRM, human well-being, Greece, climate change, governance, social impacts

SCHEDULING:

Thursday 09th October, 2025	15:30 - 17:45	VIRTUAL ROOM THU-3	GR

EA-71

Total Quality Management. Case study of the Municipality of Maroussi.

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ABSTRACT

This master thesis concerns Total Quality Management (TQM) and analyses its application in the Municipality of Maroussi, as a case study. Initially, the theoretical framework of TQM is presented, with emphasis on the principles, philosophy and methodologies that define it. Its historical development, its basic principles, as well as the advantages and disadvantages of its implementation are analysed, while special reference is made to the use of standards such as ISO and their importance in the public sector.

It also examines the benefits that arise from the implementation of TQM, such as improved efficiency and quality of services, and the challenges and problems encountered in its implementation, such as resistance to change and increased resource requirements. Finally, methods for measuring the quality and effectiveness of processes and strategies for continuous improvement are proposed.

The paper then examines the structure and practices of TQM in the Municipality of Maroussi, presenting how TQM principles have been integrated into their everyday operation and management. Emphasis is placed on the Quality Management System implemented in the Municipality, which is based on ISO 9001:2015 standards, as well as on the procedures for improving services to citizens. The analysis of the quality policy, resource management, and performance evaluation of the organization is important, and the role of management commitment and employee participation is highlighted.

In conclusion, the implementation of TQM in the Municipality of Maroussi contributes to the improvement of the quality of services provided, enhancing citizen satisfaction and the efficiency of the organization. At the same time, the importance of leadership, employee training and the use of innovative tools for the success of such initiatives is highlighted.

KEYWORDS: TQM Total Quality Management, Quality Management System,ISO 9001:2015, Municipality of Maroussi

SCHEDULING:

Thursday 09th October, 2025	15:30 - 17:45	VIRTUAL ROOM THU-3	GR

EA-72

Systemic Approaches to Organizational Redesign of a Small Engineering Company

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ABSTRACT

In today's turbulent and highly competitive construction and engineering environment, small enterprises face significant challenges that threaten their survival and growth. Rapid technological developments, fluctuating market demands, financial instability, and the increasing need for digital transformation make traditional management approaches insufficient. In order to survive and remain competitive, a small engineering company must redesign its organizational structure and strategy, adopting systemic approaches that embrace complexity and uncertainty.

This study focuses on the application of systemic methodologies to the strategic planning and redesign of a small engineering company operating in the construction sector. Although limited in size, such companies often deal with a wide range of projects, including design, supervision, and execution, while simultaneously facing difficulties such as lack of specialization, inefficient internal communication, and constrained financial and human resources. The organization must therefore be restructured to ensure flexibility, adaptability, and efficiency.

The first step is the analysis of the external and internal environment, using SWOT and PESTEL frameworks, followed by the mapping of the existing organizational structure through systemic methodologies such as the Design and Control Systemic Methodology (DCSYM) and the Viable System Model (VSM). These tools allow the identification of structural weaknesses, communication gaps, and inefficiencies in project delivery cycles. System Dynamics modeling further supports scenario testing for resource allocation, risk management, and long-term strategic positioning.

Improvement proposals focus on streamlining operations, adopting digital tools for project management, strengthening interdepartmental collaboration, and introducing mechanisms for continuous feedback and learning. A new organizational design is then proposed, aiming at maximizing customer satisfaction, ensuring timely project delivery, and enhancing the company's competitiveness. The analysis highlights how systemic approaches enable a shift from a reactive, fragmented structure to a proactive, resilient, and learning-oriented organization.

Conclusions underline the importance of systemic redesign for small engineering enterprises in coping with modern market complexities. Recommendations are also provided for further improvement, including knowledge management systems, partnerships with larger firms, and the integration of sustainability practices.

KEYWORDS: Systemic Methodologies, Systems Thinking, Organizational Redesign, Construction Sector, Small Enterprises, Sustainability, Engineering

SCHEDULING:

Thursday 09th October, 2025	18:00 - 19:00	VIRTUAL ROOM THU-2	GR

EA-73

Design and implementation of an efficient Environmental Management System in a Logistic Distribution Center

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ABSTRACT

Effective and efficient Environmetal Management System (EMS) is fundamental in a Warehouse Distrubution Center (DC) guiding towards sustainable practices, ensuring compliance with environmental regulations and contributing to global environmental preservation.
In an unstable and uncertainty business environment with growing environmental concerns and regulations it is imperative for a company to adopt sustainable practices not only to comply with legal requirements but also to adapt and mitigate effects and risks which occurs due to climate change within last years.

Operation cost reduction is the most important driver and motivator in an industrial environment in order to be competitive and sustainable. Moreover, it is necessary to have an extensive Environmental Management System in order to fulfill legal requirements, identify environmental aspects and impacts, formulate policy, evaluate environmental risks, stakeholder engagement, good image, customer relationship and social responsibility.

The success of the Environmental Management System depends on how well somebody control his facilities and his procedures, how quickly he responds to unexpected challenges to communications problems. The challenges through the design phase and the implementation phase of an Environmental Management System are complexity and transparency of the system, technical understanding for optimization of processes and facilities, organizational knowledge for improvement of environmental relevant processes in the warehouse center, involvement of all employees and are aware of efficient energy measures as well as identification of energy potential, derivation and prioritization of efficient measures.

Using the DCSYM and the VSM tools we will analyze the current situation in the Warehouse Center, we will show the communication flow between the Energy department and the other departments in the company. Moreover, it will be designed the communication channel between the Energy department and external suppliers, sub-contractors as well as external partners. Following the results of the DCSYM Methodology help us to design the Environmental Management System.

During the structure phase of a process oriented Environmental Management

System it is necessary to describe the three types of processes (leading processes, core processes and support processes). Using the Viable System Model of Stafford Beer we will design and implement leading, core and support processes. We will design an organization structure and a role model for tasks, competence and responsibility. Furthermore, we will define a environmental policy which will include responsibility, long-term decisions for new investments, perspectives for the future and continuously improvements.

The scope of specific Environmental Performance Indicators will be defined in order to set sustainable figures and it will be necessary to take into consideration influence factors of the Distribution Center. Using the VSM model it will be identified the potential of optimization as well as the necessary measures.

To sum up, in oder to adapt an efficient Environmental Management System in a dynamic business environment the plan process has to be carried out fast. 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: Warehouse Distribution Center, Environmental Management System, DCSYM, Viable System Model (VSM), Real-Time Control

SCHEDULING:

Thursday 09th October, 2025	18:00 - 19:00	VIRTUAL ROOM THU-2	GR

EA-74

Structural and Dynamic Analysis for the Optimization of Project Management and Human Resources in a Growing Construction Company

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ABSTRACT

The nature of construction enterprises is characterized by high organizational and operational complexity, time pressures and constantly changing demands for human resources. This study examines the operation of a growing construction company, which requires effective management at the organizational structure and operational performance. The continuous monitoring of projects, workforce and productive capacity necessitates the use of systemic tools capable of capturing both the structure and the dynamic evolution of the organization.
To achieve this goal, two systemic approaches are combined: the Design and Control Systemic Methodology (DCSYM) and the System Dynamics Methodology.

Initially, the DCSYM Methodology is applied to visualize the company's organizational structure, information and control flows, and its basic functional subsystems. This approach focuses on identifying critical bottlenecks, interdependencies, and communication gaps that affect the company's efficiency, while also analyzing targeted intervention proposals to address these operational challenges.

Subsequently, emphasis is placed on a critical subsystem of the company: the construction sites, which constitute the core of its productive capacity. By applying the System Dynamics Methodology via Vensim software, a simulation is developed to represent the dynamic behavior of this subsystem over time. The model explores and analyzes factors such as changes in project and workforce flow, production pressure, and the subsystem's response under different policy scenarios.

The combined use of these two Methodologies offers a holistic representation of company's operation, enhancing the decision-making process through the analysis of organizational structure and the dynamic evolution of operational parameters.

KEYWORDS: Construction Company, DCSYM Methodology, Organizational Structure, System Dynamics, Workforse flow

SCHEDULING:

Thursday 09th October, 2025	18:00 - 19:00	VIRTUAL ROOM THU-2	GR

EA-75

Application of a Systems Approach to the Improvement and Upgrade of an ERP System for Addressing Organizational Dysfunctions in the Enterprise

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ABSTRACT

This study applies a Systems Approach to identify, analyze, and address organizational dysfunctions within Global Sol Energy, a company active in energy-saving solutions and integrated energy systems. Despite its technological specialization, the company faces internal inefficiencies due to the fragmented use of ERP subsystems, which fail to interoperate and support effective information flows and project management.

The DCSYM methodology was used to map the operational structure, communication flows, and control levels of the existing state. This process revealed coordination weaknesses, information discontinuities, and delays in decision-making. At the same time, VENSIM was implemented for dynamic modeling of causal relationships and flows between departments.

System Dynamics captures cause-and-effect relationships between key variables, enabling visualization of both reinforcing and balancing feedback within the organization. Through a circular process of mapping, analysis, and simulation, the study demonstrates the need for a unified and upgraded ERP system aligned with the company's strategy and operational needs.

The Systems Approach provides a deeper understanding of the dynamic relationships shaping the organization's internal operations and emphasizes that information systems should not be treated merely as tools but as critical levers of organizational intelligence and adaptability. Findings indicate that targeted technological and organizational interventions can significantly improve efficiency, transparency, and the company's responsiveness to market demands.

KEYWORDS: ERP Systems, DCSYM, VENSIM, Systems Approach, Dysfunctions, Dynamic Relationships, improve efficiency

SCHEDULING:

Thursday 09th October, 2025	18:00 - 19:00	VIRTUAL ROOM THU-3	GR

EA-76

Digital Transformation in Short-Term Rental Industry Using Property Management Software: The Case of XL-Stay

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ABSTRACT

This thesis examines the integration of a Property Management Software (PMS) in XL-Stay, a company operating in the short-term rental business. Starting from existing operational problems - such as overbooking, communication problems between departments, delayed services to guests and fragmented financial data - the study analyses the advantages of a systematic digital transformation.
To analyse and solve these challenges, a threefold methodological combination was applied:
DCSYM CASE TOOL - for structural modelling of business processes.
Vensim - for dynamic simulation of the impact of the introduction of PMS.
Soft Systems Methodology (SSM) - for understanding social and behavioural parameters and integrating stakeholder perspectives.
Key Findings:
PMS helps to better allocate resources, reduce errors, increase customer satisfaction and enhance service quality.
Dynamic modelling has highlighted the benefits of data transparency, real-time coordination and automation.
SSM highlighted significant barriers such as role ambiguity and resistance to change, emphasizing the need for cultural sustainability and active stakeholder engagement.

Conclusion:
The study demonstrates that technological modernization alone is not sufficient; to be effective, it must be accompanied by systematic thinking, participatory processes and alignment with organizational culture. XL-Stay's example demonstrates how a holistic PMS can enhance sustainability, agility and strategic competitiveness in a dynamic and technologically evolving environment such as smart hotels.

KEYWORDS: Property Management Software (PMS),
short-term rentals, systemic methodologies, DCSYM Case Tool, Vensim, Soft Systems Methodology (SSM).

SCHEDULING:

Thursday 09th October, 2025	18:00 - 19:00	VIRTUAL ROOM THU-3	GR

EA-77

Organizational Restructuring and Digital Transformation: Bridging Reality, Simulation, and Practice at PGM

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ABSTRACT

The study addresses the organizational restructuring and digital transformation of PGM, a company operating in the import and distribution of alcoholic beverages. The aim of the study is to enhance the company's sustainability and efficiency through the application of modern systemic methodologies and tools.

The focus lies on systemic analysis and strategic alignment of the organization, with particular emphasis on optimizing human resource management and improving operational performance.
By applying systemic thinking and methodologies such as DCSYM, VSM, VIPLAN, and System Dynamics (Vensim), the study mapped key organizational interactions, revealed dysfunctions, and shaped targeted interventions.

The analysis demonstrated that the transition from a vertically integrated sales system to a more horizontal and collaborative approach strengthens adaptability and strategic development. Furthermore, the integration of technological solutions, such as a mobile application, enhances customer communication and boosts the company's competitive advantage.

The main findings of the study can be summarized as follows:
•Low interdepartmental collaboration and the lack of comprehensive strategic alignment reduce organizational agility.
•The variable "Employee Productivity" — as simulated through Vensim — is critically influenced by motivation and training effectiveness, directly impacting sales through E-commerce.
•The application of VSM revealed structural issues regarding the allocation of responsibilities and coordination between organizational units.
•The VIPLAN approach provided a framework to strengthen organizational learning and targeted information management.
•Special emphasis was placed on unifying the sales channels under a single core structure, in order to improve coordination and achieve more effective communication.

Based on the above findings, the following strategic proposals were developed, aiming to strengthen organizational coherence and competitiveness:
•Development of a digital knowledge-sharing platform

•Implementation of a continuous training and evaluation system based on KPIs
•Linking performance incentives to measurable targets
•Standardization and automation of processes with a focus on flexibility

The results of the study confirm that the combination of digital transformation and a holistic approach enhances the company's efficiency, adaptability, and strategic coherence. Overall, the study concludes that the development of a collaborative culture and the rational management of human and technological resources are key factors for long-term success and sustainability.

KEYWORDS: Systems Thinking, Digital Transformation, Organizational Restructuring, Strategic Alignment, Human Resource Management, Operational Efficiency, Collaborative Culture, Long-term Sustainability, KPI-based evaluation

SCHEDULING:

Thursday 09th October, 2025	18:00 - 19:00	VIRTUAL ROOM THU-3	GR

EA-78

Integrating Systems Methodologies into Human Resources Management for Organizational Viability

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ABSTRACT

The integration of Human Resources Management (HRM) with artificial intelligence, machine learning, robotics, and digital platforms necessitates a systemic reconceptualization of organizations as socio-technical systems. Traditional linear approaches to HRM—focused primarily on efficiency, compliance, and transactional processes—cannot adequately address the complexity, uncertainty, and interdependencies shaping contemporary organizational ecosystems. Systems thinking offers a holistic and methodological framework for reconfiguring HRM as a dynamic, adaptive subsystem that co-evolves with technological and societal transformations.

Within this perspective, HRM can be understood as a recursive, feedback-driven network of relations among human capital, organizational culture, technological infrastructures, and external stakeholders. Employing systemic methodologies—such as system dynamics, the Viable System Model (VSM), and Soft Systems Methodology (SSM)—enables the modeling of interdependencies, exploration of emergent behaviors, and design of adaptive interventions. This shift positions HRM not as a support function, but as a critical leverage point for organizational viability, resilience, and learning.

Three theoretical dimensions are emphasized: Systemic Integration: embedding HRM within multilayered organizational and societal systems through principles of holism, hierarchy, and circular causality. Human–Technology Co-evolution: conceptualizing the interplay between automation and human creativity, where technological innovation augments rather than displaces human agency. Future Capabilities and Emergence: cultivating adaptive, learning-oriented cultures that generate emergent competencies to thrive in conditions of digital disruption and systemic complexity.

The contribution demonstrates how systemic methodologies enrich both HRM theory and practice, offering conceptual models and decision-support tools for co-designing resilient, ethically grounded socio-technical systems that sustain organizational performance in the digital age.

KEYWORDS: Systems Thinking, Human Resources Management, Socio-technical Systems, Digital Transformation, Organizational Viability

SCHEDULING:

Thursday 09th October, 2025	19:00 - 20:30	VIRTUAL ROOM THU-2	EN

EA-79

Refreshing a Curriculum in Systems Thinking and Social Systems Designing for Learners in a Graduate Program

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ABSTRACT

Since 2009, the "Understanding Systems" course has been foundational in a master's program at OCAD University. Content incrementally progressed with the rise of Systemic Design as a field, benefiting from ongoing research by Peter H. Jones. The assignment of a new instructor for winter 2025 presented an opportunity to adjust direction. Recognizing the legacy of successes in prior years, the changing contexts for the university, students, and technologies in 2025 encouraged transitioning the style and content of the course. An approach of Contextural Appreciative Learning extends Contextural Action Learning, with Inquiring Systems, and Appreciative Systems.

KEYWORDS: systemic design, systems thinking, design thinking, graduate program, artificial intelligence

SCHEDULING:

Thursday 09th October, 2025	19:00 - 20:30	VIRTUAL ROOM THU-2	EN

EA-80

The Impact of AI on the Development of Telemedicine through Regulation and Practical Approaches.

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ABSTRACT

Purpose:
In today's global context, characterised by unprecedented technological acceleration, the integration of Artificial Intelligence (AI) into healthcare systems has become inevitable. Empirical literature reveals a significant gap between the theoretical frameworks established by regulations and their practical implementation, particularly in the healthcare domain. The objective of this work is to analyze the potential of AI in healthcare, identify the critical issues related to its application, and underscore the necessity of establishing an adequate information system for healthcare professionals. Furthermore, it is vital to minimise the inevitable imbalances of power[1].

Methods:
This analysis adopts a qualitative methodological perspective, with a desk research approach providing an in-depth examination of literature reviews, academic journal articles, book analyses, and international reports related to the implementation of AI in healthcare delivery processes. The research was conducted using international academic databases such as Scopus and Web of Science. Relevant keywords for the field of study— "artificial intelligence", "healthcare", "ethics of AI", "AI governance"—were initially refined through exploratory searches on Google Scholar.

Findings:
The research highlights that the use of AI holds enormous potential, as it enables real-time data retrieval and processing of vast quantities of information. In the healthcare domain, AI represents a set of diverse technologies that allow machines to comprehend and learn—thus supporting both administrative and clinical functions. Indeed, AI is increasingly being incorporated into hospital environments to assist in computational decision-making processes, selecting alternatives in accordance with social, ethical, and legal standards.

However, the analysis also reveals that AI has been integrated into certain processes without undergoing rigorous scientific validation. Moreover, a lack of clear regulations concerning the professional liability of healthcare personnel in the application of algorithms further complicates its use. In addition, there is a widespread misunderstanding among users/citizens regarding the actual benefits and limitations of AI systems[2]. These concerns are compounded by risks of potential breaches of user privacy and the absence of reliable information

regarding the safety and reproducibility of AI applications—particularly in countries that have yet to establish specific regulations concerning data processing.

These critical issues underscore the need to develop an information system that ensures adequate training in digital tools, accompanied by the proper integration of scientifically validated algorithms. Such a framework should include specific guidelines to ensure the ethical and safe use of AI, protecting both providers and patients.

Originality:

This study is distinctive in its capacity to compare international regulatory frameworks, analytical reports, and existing literature on AI implementation with its actual application in healthcare practice. Its contribution lies in the proposal of a conceptual framework that highlights the varying levels of understanding regarding the use of AI, both among healthcare providers and recipients of healthcare services. This underscores the need to establish regulatory guidelines that safeguard healthcare professionals throughout AI-assisted diagnostic pathways, thereby enhancing practical comprehension and responsible application.

References

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2.Ministero della salute, I sistemi di intelligenza artificiale come strumento di supporto alla diagnostica, Sezione V, 2021.

KEYWORDS: Artificial intelligence, healthcare, ethics of AI, AI governance, AI in healthcare.

SCHEDULING:

Thursday 09th October, 2025	19:00 - 20:30	VIRTUAL ROOM THU-2	EN

EA-81

Redefining the Viable Systems Model: Expanding 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, Human-Centric Character, System Dynamics

SCHEDULING:

Thursday 09th October, 2025	19:00 - 20:30	VIRTUAL ROOM THU-2	EN

EA-82

Enhancing Human Resources Management through Internal Corporate Marketing and Emerging Technologies

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ABSTRACT

In the dynamic landscape of contemporary organizations, the integration of Systemic Human Resources Management (SHRM) with Internal Corporate Marketing (ICM) practices offers a strategic approach to aligning employee engagement with corporate vision and culture. This paper explores how SHRM can leverage ICM as a holistic framework to foster internal brand alignment, boost employee motivation, and enhance talent retention. Central to this integration is the adoption of emerging technologies—such as AI-powered communication platforms, HR analytics, internal social media, and personalized learning systems—which enable real-time feedback, targeted internal campaigns, and data-driven decision-making. Through a systems thinking lens, we propose a conceptual model that positions employees as internal customers and ICM as a driver of shared value creation across departments. The study emphasizes the role of digital tools in shaping employee experience journeys, aligning HRM functions with marketing intelligence, and cultivating a resilient and innovation-ready organizational culture. Implications for practice include strategic recommendations for deploying tech-enabled ICM initiatives within HRM systems, aiming to create sustainable competitive advantages through human capital development.

KEYWORDS: Internal Corporate Marketing, Human Resources Management, System Dynamics, Employee Experience, New Technologies, Business Innovation

SCHEDULING:

Thursday 09th October, 2025	19:00 - 20:30	VIRTUAL ROOM THU-3	GR

EA-83

Digital Entrepreneurship in Times of Global Crisis: An Examination of Entrepreneurial Intentions

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ABSTRACT

The rapid advancement of digital technologies has transformed the entrepreneurial landscape, giving rise to new forms of value creation and innovative business models under the umbrella of digital entrepreneurship. As digital tools lower entry barriers and facilitate global connectivity, they open up unprecedented opportunities for aspiring entrepreneurs. However, recent years have been marked by a succession of global crises, including geopolitical tensions, energy and economic instability, and public health emergencies such as the COVID-19 pandemic, which have created a highly volatile and uncertain environment for entrepreneurial activity.

While many studies have explored entrepreneurial behavior during crises, limited research has examined how individuals perceive such crises as opportunities and how these perceptions influence their entrepreneurial intentions. This study addresses this gap by applying the Theory of Planned Behavior (TPB) to assess the relationship between perceived crisis opportunity and entrepreneurial intentions. Data were collected from 200 graduate business students in Cyprus through a structured questionnaire and analyzed using structural equation modeling. The findings reveal that the perception of crisis as an opportunity has a significant positive effect on entrepreneurial attitudes, which in turn shape individuals' intentions to launch new ventures.

These results contribute theoretically by extending the TPB to incorporate crisis-related perceptions as antecedents of entrepreneurial behavior. Practically, they suggest that educators and policymakers should foster positive crisis-oriented mindsets in order to encourage entrepreneurial engagement in times of uncertainty.

KEYWORDS: Digital Entrepreneurship; Entrepreneurial Intentions; Global Crisis; Theory of Planned Behavior; Perceived Crisis Opportunity

SCHEDULING:

Thursday 09th October, 2025	19:00 - 20:30	VIRTUAL ROOM THU-3	GR

EA-84

The views and attitudes of the primary education educators of the Regional Unit of Arkadia regarding 'internal and external' evaluation (Y.A. 108906/10.09.2021). Opinions, perceptions, problems

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ABSTRACT

The present study aims to investigate and highlight the opinions and attitudes of primary education teachers in the Regional Unit of Arcadia regarding the implementation of Ministerial Decision No. 108906/10.09.2021. The theoretical framework outlines the concept of evaluation from an administrative science perspective, analyzes different models and forms of educational evaluation, and provides a historical overview of relevant legislative initiatives in Greece. A literature review underscores the strong interest of the academic and educational communities in the subject.

The structure of the Greek educational system is examined through recent OECD reports and institutional economic theory, which emphasizes the trade-off between promoting equal opportunities and achieving high performance, due to structural constraints that limit flexibility and localized policy implementation.

The main research question explores whether teachers perceive the Ministerial Decision — which combines a humanistic approach, emphasizing collective self-evaluation, and a technocratic model—as a potential tool for improving educational outcomes at the school level. Sub-questions address teachers' understanding of the Decision's procedures, the role of digital tools, expectations for decentralization of authority and resources, anticipated improvements in pedagogical and administrative functions, and the impact of contextual factors such as union influence and recent crises.

Findings indicate a predominantly negative stance among teachers, with most respondents not expecting tangible or intangible benefits from the Decision's implementation. Nevertheless, a significant proportion (72.4%) supports the idea of self-evaluation and school-level educational assessment, while 70.7% believe teacher evaluation alone is insufficient for improving the education system. Notably, 36.2% of participants state that, when considering the well-being, progress, and mental health of all stakeholders, it would be more important for no evaluation to take place at all.

KEYWORDS: internal and external school evaluation, educational improvement, educational system architecture, institutional economics.

SCHEDULING:

Thursday 09th October, 2025	19:00 - 20:30	VIRTUAL ROOM THU-3	GR

EA-85

Costing after the Implementation of the 54/18 Double-Entry Public Accounting System as a Serious Auditing Tool

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ABSTRACT

The implementation of Law 4270/2014 and, in particular, Presidential Decree 54/2018 introduced the double-entry accounting system into public sector accounting, with the aim of ensuring transparency and modernizing financial records. In this context, costing becomes a critical tool, not only for accurately recording expenses but also for strengthening control mechanisms. This paper examines the importance of costing as a means of accountability, evaluating the efficiency of public organizations, and supporting the decision-making process. The methodology was based on an analysis of the relevant legislation, a literature review, and a comparative study of international practices. The results show that the integration of costing into the double-entry accounting system allows for the recognition of the actual cost of services, the distinction between productive and non-productive expenses, and the facilitation of targeted audits. In conclusion, costing after the implementation of 54/18 is an essential auditing tool that enhances efficiency, transparency, and sound financial management, paving the way for further improvements in public accountability.

KEYWORDS: Double-entry accounting system, Cost accounting, Public sector, Control, Transparency

SCHEDULING:

Thursday 09th October, 2025	19:00 - 20:30	VIRTUAL ROOM THU-3	GR

EA-86

A Next-Generation Business Intelligence for Organizations and Innovative Startups: A Feedback-Driven AI Platform

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ABSTRACT

This paper presents a next-generation business intelligence platform for organizations and innovative startups, designed to support strategic decision-making, emotional awareness, and adaptive organizational learning. The system leverages artificial intelligence (AI) and established management theories to analyze human-centered data, identify systemic patterns, and provide interpretable insights across all organizational levels.

Anonymous feedback, skill data, and project evaluations are processed through AI models to detect emotional trends, diagnose misalignments, and monitor progress toward goals. This feedback-driven architecture aligns with the principles of cybernetic systems thinking [1] and supports emotionally intelligent leadership practices [2]. The platform transforms diverse organizational signals into meaningful strategic information, helping stakeholders respond to emerging challenges with clarity and agility.

Grounded in foundational management frameworks [3][4], the system enables reflective oversight while preserving explainability and responsiveness. By integrating structured assessments, unstructured narratives, and behavioral cues, it advances the design of emotionally intelligent and adaptive enterprise tools, echoing recent advances in AI-enabled decision support [5].

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KEYWORDS: AI-powered decision-making, emotional awareness, organizational learning, cybernetic systems, feedback-driven analytics, management theories

SCHEDULING:

Friday 10th October, 2025	16:30 - 18:00	VIRTUAL ROOM FRI - UOP, A1 Roo	GR

EA-87

The Role of AI in revolutionizing the Management of Learning and Education

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ABSTRACT

1. Introduction

Artificial Intelligence (AI) is rapidly transforming various sectors, and education is no exception. The integration of AI will bring about changes that will extend beyond the traditional tools currently implemented in the education sector. The management of learning and education is not merely a technological advancement but a structural shift in how educational systems operate. From administrative automation to adaptive learning environments, AI's potential is to be able to create a more personalised and efficient educational experience that will ultimately benefit both students and teachers.

2. Purpose

This study aims to explore the transformative impact of AI on the management of learning and education. AI integration into the education sector will be a supportive tool designed to assist in developing curriculum materials that align with student performance, learning analytics, and administrative purposes, create a more structured and, most importantly, a more concise and tailored approach to learning paths, helping teachers implement new methods of teaching and adapt their strategies as needed.

3. The Role of AI

Unlike traditional teaching methods and processes that have a similar approach to all learners, AI systems will contribute to education management in multiple dimensions. They will effectively respond to the engagement of students with material in real time, with necessary adjustments based on each student's style of learning, their interests, and areas of difficulty. AI readjusts to effectively create a more customized and effective type of learning experience. Intelligent tutoring systems provide personalized support and promote independent study, reflecting some aspects of human teaching. At the same time, tools powered by natural language processing (NLP) assist students with communication skills, especially those with learning difficulties or those acquiring a second language. Administrative tasks such as grading, monitoring the progress of each student, and planning teaching methods can be standardized and automated, allowing teachers to ultimately focus on mentoring, collaboration, and creativity in the classroom.

4. Case Study

The case study outlined by (1) examined the impact of AI-powered educational tools on student engagement and learning outcomes at the higher educational level. The results stemmed from a structured questionnaire that was prepared with the primary objective of assessing how AI-driven educational technologies influence students' involvement in academic activities and their subsequent academic performance.

(1) Chaudhary, A., A., Arif, S., Calimlim, Rodolfo Jr., F., Dr. Khan, S., Z. & Sadia, S. (2024) 'The impact of AI-Powered Educational Tools on student engagement and learning outcomes at higher education level'. International Journal of Contemporary Issues in Social Sciences Vol. 3, No. 2, p.p. 2842- 2852.

5. Results

The findings indicate a significant positive relationship between the use of AI-powered educational tools and student engagement. Students reported that AI tools, such as adaptive learning platforms, intelligent tutoring systems, and automated feedback mechanisms, enhanced their motivation, participation, and interaction with course content. Moreover, the results suggest that increased engagement through AI tools positively affects learning outcomes. Students who frequently used AI-powered educational resources demonstrated better academic performance, as evidenced by higher grades and improved critical thinking skills.

6. Discussion

Using artificial intelligence (AI) in the classroom is transforming education greatly and creating both challenging new issues and great new possibilities. Despite all this potential and promise, issues such as data privacy, algorithmic bias, and fair access must be addressed as part of any implementation plan. Schools, governments, and technology developers must collaborate in such a way to ensure AI systems are transparent, fair, and aligned with the core values of education. Ultimately, AI must enhance and not replace the human role in learning. Moving into this next phase of education, AI can serve as a powerful tool for teachers.

KEYWORDS: Artificial Intelligence, education, learning tools, new technologies

SCHEDULING:

Friday 10th October, 2025	16:30 - 18:00	VIRTUAL ROOM FRI - UOP, A1 Roo	GR

EA-88

The contribution of AI and BI to startups management

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ABSTRACT

The present study explores the extensive question of the contribution of Artificial Intelligence (AI) and Business Intelligence (BI) to the management and development of startups. The aim is to highlight whether these technological infrastructures enhance decision-making, operational performance and organizational resilience in demanding, changing environments. Considering the theory of open systems and dynamic competences, the study analyzes how AI and BI co-shape decision-making structures and the development of adaptive learning mechanisms (Teece, 2012; Eisenhardt & Martin, 2017).

A mixed methodological framework was applied. On the one hand, a quantitative survey was conducted, where 150 questionnaires were distributed to founders and managers of startups in the field of digital health and agrotechnology. The analysis was done through structural equations, to measure the effects of AI/BI capabilities on economic and non-economic indicators. On the other hand, qualitative research was conducted during which 20 semi-structured interviews were conducted focusing on companies that adopted AI/BI tools, in order to highlight patterns of behavior, strategic choices and organizational development.
The findings of the quantitative arm reveal a positive and statistically significant correlation between BI structures and economic performance, as confirmed by the relevant literature (Yang et al., 2022). In contrast, the correlation between organizational learning and economic outcomes was not significant, even though innovation had a positive effect. In addition, the integration of AI enhanced speed and accuracy in decision-making, partially confirming the findings of Sira's (2023)

bibliometric review. The quantitative model explains 52% of the variability in business performance.

The interviews revealed that a) startups that integrated AI/BI into decision support systems developed more dynamic capabilities while the findings are also confirmed by (Kriemadis et al., 2021) which demonstrates that the effective use of AI/BI supports alignment with the external environment and innovation capacity (Kariofyllas et al., 2021); (b) the application of BI to real-time analytical monitoring mechanisms has supported operational agility in times of uncertainty, and (c) AI, in particular in the analysis of customer data and forecast automation, has improved R&D processes and the ability to bring new products to market. At the same time, the integration of technological innovations has been accompanied by significant organizational benefits: improved performance through returns on investment in innovation and faster access to capital and international networks.

The study concludes that AI and BI are key tools for enhancing dynamic management, operational performance, and organizational resilience of startups. AI supports early decision-making and enhances learning ability (Shepherd& Patzelt, 2011), while BI translates big data into business value (Yang et al., 2022). However, effective integration of technologies requires an organizational data culture, support from leadership, and staff training (Tian, 2025).
The final recommendation is that startups should develop a holistic digital transformation strategy, combining AI and BI with dynamic capabilities and environmental awareness, to ensure competitiveness and long-term sustainability.

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KEYWORDS: Artificial Intelligence (AI), Business Intelligence (BI), startups management

SCHEDULING:

Friday 10th October, 2025	16:30 - 18:00	VIRTUAL ROOM FRI - UOP, A1 Roo	GR

EA-89

Digitalization of tax administration and performance management: Developing a diagnostic tool for assessing the performance of European tax administrations.

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ABSTRACT

The effective functioning of the tax administration is the foundation for fiscal stability and broader macroeconomic development, contributing to the creation of conditions for macroeconomic balance, improvement of economic figures and increase in the level of welfare of citizens. According to the bibliography, economies that have developed effective systems of operation of the tax administration achieve significant macroeconomic results, which subsequently lead to higher levels of investment, national income and employment. In this sense, the efficiency of the tax administration is one of the most important priorities of the fiscal policy practiced, given that the level of tax revenues collected by the tax services determines to a significant extent the economic policy of a country both at the level of public investment and provision of public goods, as well as at the stage of shaping the practiced social and redistributive policy. Consequently, the performance of tax authorities, combined with the cultivation of a culture of tax compliance, determine the ability of governments to collect sufficient tax revenues to finance social benefits, public investments and the exercise of redistributive policy. At the same time, the existence of a transparent and reliable tax administration strengthens the investment climate, reduces uncertainty and cultivates relationships of trust between the state and taxpayers. Given these data, modern economies must create a framework for the effective operation of the tax administration, so that the increased efficiency of tax services leads to low levels of tax evasion and the creation of a friendly business climate.

In view of the above, this study aims to assess the efficiency of tax administrations in 27 European countries for the year 2021. The main purpose is to compare tax administrations based on a set of objective criteria, in order to develop an effective mechanism for assessing the level of efficiency of each country's tax services. Such an assessment tool can provide useful conclusions to policymakers, international organizations and research groups. It also provides the opportunity to forecast fiscal adjustment and assess the level of fiscal convergence at the European level.

When applying the comparative analysis, the multi-criteria superiority method Promethee II

is used, which allows the ranking of alternatives based on multiple evaluation criteria (Brans& de Smet, 2016). This method is widely applied to decision-making problems where qualitative and quantitative indicators are involved. The Promethee II method is based on pairwise comparisons between a set of alternative solutions and leads to a complete ranking based on the various evaluation criteria. In this analysis, seventeen (17) evaluation criteria are used, to which equal weights are assigned for all criteria, while the width of the Gaussian preference functions for measuring the relative superiority of each tax administration is set equal to the average absolute deviations of the criteria. The proposed evaluation criteria refer to the level of tax revenues (as a percentage of GDP), the number of tax payments, the time of compliance, the electronic submission of tax returns, the use of digital technologies, the adequacy of staff, the cost of tax administration, the availability of online services, etc.

The results of the method application showed that Sweden has the most efficient tax administration among the countries examined, with Denmark and Spain following. These countries record high levels of investment in the digitalization of procedures, the provision of digital services to taxpayers and the use of interoperable systems that allow the pre-completion of tax returns with third-party data. The study also showed that reducing the number of required payments and simplifying procedures contribute decisively to reducing administrative costs and increasing tax compliance. The results of the analysis reinforce the view that technological development, institutional stability and the quality of administrative services are directly related to the efficiency of tax administration. In addition, taxpayers' willingness to comply is positively influenced by the simplicity of procedures, access to modern digital tools and transparency in state-citizen relations.

The contribution of the study is multiple. On the one hand, it offers a reliable comparative assessment tool, based on empirical data and a technically sound methodology, and on the other hand, it can act as a guide for reform policies in countries that are lagging behind, promoting extroversion, technological adaptability and administrative efficiency. The use of tools such as the proposed Promethee II superiority method allows governments to identify weaknesses, monitor the comparative performance of tax administrations and adjust their strategies based on reliable data. In conclusion, tax administration is not only a revenue collection tool, but a key factor in shaping the state-citizen relationship. Investing in the efficiency, innovation and accountability of tax administrations can lead to fairer, sustainable and productive tax systems.

KEYWORDS: Taxation, digitalization, performance management, tax compliance, multi-criteria analysis, tax administration.

SCHEDULING:

Friday 10th October, 2025	16:30 - 18:00	VIRTUAL ROOM FRI - UOP, A1 Roo	GR

EA-90

Drawing the link between Human Resource Empowerment as a core element of Total Quality Management and Executives' Coaching and Mentoring.

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ABSTRACT

An increasing number of businesses worldwide are adopting people- oriented management styles. Through transformational leadership, modern businesses inspire, motivate, encourage, reward and empower their employees, promoting employees' satisfaction whilst eliminating burnout. Total Quality Management (TQM) is a systemic management approach that considers people as the driving force of economic growth, continuous improvement and success. Human resource empowerment is a capacity building concept that fosters employees' skills, competencies and their ability to make initiatives. Not every organization is equipped with transformational leaders that create empowering environments, therefore specialized coaches are required to train the leadership in innovative approaches to human resource management.

Beginning with life coaching more and more individuals found their own way to cope with everyday challenges, the notion then spread into business environments where there was a need for improvement in communication among all employees including the executives, increase of employees' productivity and employees' satisfaction.

The aim of this research is to draw a clear link between TQM core element "Human resource empowerment" and executives' coaching and mentoring practices. For the purpose of the research, a systematic review of literature of peer-reviewed journal articles and studies in: TQM, human resource management, employees' empowerment, and executives' coaching and mentoring was conducted.

Findings indicate that there is a link between the two aforementioned concepts "Human resource empowerment and executives' coaching and mentoring" through their implementation practices.

KEYWORDS: Total Quality Management, Human resource empowerment, Executives' coaching and mentoring

SCHEDULING:

Friday 10th October, 2025	16:30 - 18:00	VIRTUAL ROOM FRI - UOP, B1 Roo	GR

EA-91

Similarities and differences in the management models of traditional and innovative startups in the provision of services

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ABSTRACT

The present paper focuses on the similarities and differences between the management models applied to traditional and innovative startups in the field of service delivery. The aim of the research is twofold: on the one hand, to highlight the fundamental structural and operational differences in the management of the two types of enterprises, and on the other hand, to identify common points and practices that potentially enhance the competitiveness of both models. The study is carried out within the context of the continuous change of the business environment, where technological innovation, digital transition and flexibility are determinants for the survival and growth of businesses (Sahoo, 2023, Stefia et al., 2024).

The methodological approach of research is mixed methods. Initially, a systematic review of the relevant literature was carried out, with the aim of theoretically substantiating the issue and identifying the basic dimensions of administrative models. Subsequently, qualitative research was applied through semi-structured interviews with executives of 15 companies – 8 traditional service providers (e.g. in tourism, education and health) and 7 innovative startups in the same sectors. The interviews aimed to gather empirical data on decision-making, organizational culture, human resource management and innovation strategies. In addition, a quantitative analysis of key functional indicators was carried out by 30 companies of the two categories to cross-check and enhance the qualitative findings.

The results of the survey highlighted material differences in organizational flexibility, decision-making approach and technological integration. Startups are distinguished by a decentralized and participatory administration, with an emphasis on experimentation and open innovation (Kriemadis et al., 2021). In contrast, traditional businesses maintain hierarchical structures, standardized processes, and limited adaptability, particularly in terms of the integration of digital tools (Battisti et al., 2022).

Common features of both categories were the emphasis on quality of service and the recognition of the importance of customer experience, but with different ways of implementation. Startups invest in personalized solutions and agile methodologies, while traditional businesses rely on operational stable and empirical standards. A particularly significant difference was observed in the field of human resources: the concept of

horizontal leadership and employee empowerment dominates startups, while in traditional companies there are still mechanisms of control and limited autonomy (Kariofyllas et al., 2021).

The conclusions of the study emphasize that there is no single optimal management model, but efficiency depends on the business context, the stage of maturity and the ability to adapt to each organization. However, it is proposed to adopt hybrid models that combine the discipline of traditional schemes with the dynamics of innovative practices (Gokhale& Kulkarni, 2021). Enhancing interoperability between models can be a lever to enhance competitiveness, especially in a time of digital transformation and economic instability.

The contribution of this thesis lies in the conceptual mapping of administrative approaches in the field of service provision and in the emergence of good practices that can be transferred across disciplines. At the same time, it provides a methodologically substantiated basis for future empirical and comparative studies, with application in an international and intercultural environment.

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KEYWORDS: management models, traditional, innovative, startups, provision of services

SCHEDULING:

Friday 10th October, 2025	16:30 - 18:00	VIRTUAL ROOM FRI - UOP, B1 Roo	GR

EA-92

The impact of the external environment on the management and performance of innovative startups

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ABSTRACT

The dynamic nature of the external environment is one of the most decisive factors influencing the survival and performance of innovative startups, which operate within a context of increasing complexity, instability and uncertainty. The purpose of this study is to investigate the influence of individual parameters of the external environment — such as the institutional, technological, economic and socio-cultural framework — on the administrative operation and operational performance of startups operating in technology-intensive sectors. The study also attempts to highlight the adaptation and innovative response strategies adopted by startup administrations to respond effectively to environmental challenges.

The research is based on a mixed methodological model, which combines quantitative and qualitative data. An on-site survey was conducted using questionnaires (n = 124) on startups of the Greek innovation ecosystem, mainly active in the fields of digital technology, agrotechnology and creative industries (architecture, design, fashion, media, music, performing arts, publishing, advertising, computer games etc.). In addition, semi-structured interviews were conducted with 15 founders and senior executives to delve deeper into their strategic choices and identify patterns of organizational adjustment. The empirical data were analyzed using multifactorial regression analysis and thematic content analysis, while the theoretical framework is based on open systems theory and dynamic capacities theory (Teece, 2012; Eisenhardt& Martin, 2017).

The results indicate that the intensity and direction of the influence of the external environment depend on three main variables: (a) the company's ability to perceive and interpret the external environment (perceived environmental uncertainty), (b) internal organizational flexibility, and (c) the level of its dynamic capabilities, in particular with regard to technological absorption and adaptive strategy (Zahra& George, 2002). Companies that developed environmental scanning structures and adopted adaptive or even proactive strategic orientation, showed significantly higher organizational performance, both in economic and non-economic criteria (such as attracting investments, maintaining and strengthening the team, patenting and introducing new products to the market).

Technological variability appeared to reinforce the need for continuous learning and reorganization, especially in businesses with a focus on digital innovation. At the same time, the unstable regulatory and institutional structure (e.g. frequent changes in the tax or investment framework) acted as a deterrent to extroversion, attracting VC funds and participating in international innovation ecosystems. The interviews highlighted that the most successful startups did not rely exclusively on their original innovative idea, but adopted a dynamic approach of business model reconfiguration, incorporating internal and external feedback (Shepherd& Patzelt, 2014).

The findings of the present study are in line with literature highlighting the critical relationship between environmental complexity and organizational adaptability. As highlighted in the work of Kariofyllas et al. (2021), the operation of startups within a complex ecosystem requires a holistic understanding and alignment between the dynamic elements of the environment and internal management practices.

In conclusion, the research argues that startups management cannot be treated in isolation from external conditions. Instead, it is proposed to adopt a systemic, flexible and interactive strategic management approach, which incorporates environmental assessment and continuous adaptation mechanisms (Thomas& Ritala, 2025). The cultivation of organizational learning, the utilization of strategic partnerships and the formation of a culture of innovation are emerging as key axes for enhancing the competitiveness and sustainability of startups in an extremely unstable external environment.

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KEYWORDS: innovative startups, external environment, management, performance

SCHEDULING:

Friday 10th October, 2025	16:30 - 18:00	VIRTUAL ROOM FRI - UOP, B1 Roo	GR

EA-93

From Silos to Systems: A Roadmap Framework for Product AI Marketing and HR Integration

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ABSTRACT

Organizations operate amid escalating complexity driven by digitalization, globalization, and shifting stakeholder expectations. In this turbulent context, firms frequently privilege technical product roadmaps while overlooking product marketing as a strategic, system-level function. The consequence is a persistent gap between technological capability and market readiness, with fragmented planning across marketing, human resources, and technology adoption. This research positions the product marketing roadmap as a systemic planning instrument that integrates these interdependent subsystems to enhance organizational resilience and human-centred innovation.

Grounded in systems theory, the study conceptualizes the roadmap as a boundary object that makes interdependencies visible and actionable, aligning executive intent, HR capability building, and market-facing activities over an eight-quarter horizon. Methodologically, the research adopts a systemic qualitative design combining illustrative case studies and semi-structured interviews with stakeholders across marketing, HR, technology and executive leadership. Data were thematically coded and triangulated to validate emerging patterns, while participatory sessions were used to iteratively refine the roadmap framework.

Findings indicate consistent effects. First, cross-functional alignment improves as marketing campaigns, product releases, and HR training are synchronized, replacing ad hoc coordination with transparent, time-bound commitments. Second, the perceived legitimacy of marketing increases; executives recognize marketing's strategic role in preparing organizational adoption, guiding capability needs, and informing technology choices. Third, stakeholder engagement deepens through participatory roadmap creation, which democratizes decision-making, reduces siloed behaviour, and builds shared ownership. Fourth, digital transformation is structured rather than improvised; the roadmap sequences the introduction of AI-enabled analytics, CRM, and related platforms alongside HR upskilling, mitigating resistance and underutilization. Fifth, organizational foresight and resilience are strengthened as capacity constraints, risk points, and alternative scenarios become

visible early enough to enable proactive re-planning.

The contribution is threefold. Conceptually, the work extends roadmapping beyond technology management into product marketing, operationalizing systems thinking in a domain often treated as tactical. Methodologically, it offers a replicable, participatory, and multi-method approach that integrates interviews, workshops, and documentary evidence to design and validate systemic planning tools. Practically, it provides managers with a low-cost governance mechanism that aligns human capital development, digital adoption, and market strategy, thereby humanizing digital transformation and improving strategic coherence. The implications span private and public organizations undergoing digital change: HR functions can shift from administrative support to strategic enablement; technology leaders can justify phased adoption anchored in capability readiness; and marketing can claim an evidence-based seat in enterprise strategy.

Limitations include the illustrative nature of two cases and the qualitative scope of evidence. Future research should test the framework quantitatively across sectors and examine longitudinal effects on performance and capability maturation. Nonetheless, the results substantiate the product marketing roadmap as a systemic enabler that links people, technology, and markets, advancing both theory and practice in systemic management.

KEYWORDS: Systemic management; Product AI marketing roadmap; Human resources; Digital transformation; Strategic planning; Innovation

SCHEDULING:

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EA-94

Challenges in Developing and Implementing Cybersecurity Strategies in Public Administration: A Systematic Review

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ABSTRACT

Cybersecurity has become a strategic imperative for public sector organizations, particularly in administrative contexts like Greece, where digital transformation collides with structural, legal, and operational limitations. This study conducts a systematic literature review using the PRISMA methodology to explore international approaches and challenges in the development of cybersecurity strategies within public administration. The review is based on a two-level Scopus query, one broad and one focused, yielding a refined body of literature for qualitative synthesis.

The analysis identifies five recurring themes that reflect both the global literature and the specificities of the Greek public sector: (1) regulatory compliance without meaningful integration, particularly regarding NIS, NIS2, and GDPR; (2) lack of cybersecurity culture and workforce training; (3) misalignment between technological tools and administrative processes; (4) low levels of operational readiness; (5) contradictions between legal mandates, institutional capacity, and political will and (6) lack of high-bandwidth telecommunications networks. These findings are contextualized through a comparative lens, analyzing how literature insights relate to Greek public administration.

KEYWORDS: Public administration; Digital transformation; Strategy; Regulatory framework; Security culture; Cybersecurity

SCHEDULING:

Friday 10th October, 2025	18:30 - 20:00	VIRTUAL ROOM FRI - UOP, A1 Roo	GR

EA-95

Decision making in startups using machine learning methods

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ABSTRACT

In today's dynamic and data-intensive business landscape, startups face critical challenges in making timely and strategic decisions under uncertainty. Startups may face limitations such as insufficient data, lack of technical expertise, and concerns around ethical use and data privacy.
Machine learning methods empower startups to analyze big datasets—from customer behavior to market trends—and generate targeting goals that guide critical business choices. Supervised learning techniques help predict future events like sales figures, while unsupervised learning enables startups to uncover hidden patterns in user data.
This work explores how machine learning (ML) methodologies enhance decision-making processes. Supervised and unsupervised learning techniques could provide important information based on the analysis of data enabling predictive modeling, and operational optimization, leading to decision making process. Integrating machine learning into startup decision-making can provide a competitive edge by reducing uncertainty and enabling smarter, faster responses to change. However, successful implementation requires thoughtful planning, continuous learning, and a clear understanding of both opportunities and risks.

KEYWORDS: Decision making, startups, machine learning methods

SCHEDULING:

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EA-96

Computational intelligence techniques for startups in management analytics

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ABSTRACT

Computational Intelligence (CI) refers to a set of nature-inspired computational methodologies and approaches that enable intelligent behavior in complex and dynamic environments. Startups increasingly rely on advanced data analytics to optimize strategic decisions. This study investigates the role of computational intelligence (CI) techniques—such as neural networks, fuzzy systems, genetic algorithms, and ensemble learning—in enhancing management analytics. Artificial Neural Networks (ANNs), for example, are effective in forecasting sales, identifying customer behavior patterns, and detecting anomalies in financial transactions. Fuzzy logic systems allow startups to make decisions based on imprecise or incomplete data, which is common in early-stage business environments. Evolutionary algorithms, including genetic algorithms, are particularly useful for solving complex optimization problems such as pricing strategies, resource allocation, and supply chain management. These methods offer adaptive learning capabilities, robust pattern recognition, and predictive modeling under uncertainty, which are particularly beneficial in early-stage ventures facing resource constraints and dynamic environments. The benefits of CI for startups are substantial. These techniques enable data-driven decision-making, reduce operational costs through automation, and offer scalable solutions that grow with the business. Moreover, they provide a competitive edge by allowing startups to leverage advanced analytics in ways that were previously accessible only to larger enterprises.

KEYWORDS: Computational intelligence techniques, startups, management analytics

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EA-97

Designing Digital HR Ecosystems for Employee Retention: A Systemic Approach to Human–Technology Symbiosis in the Post-COVID Workplace

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ABSTRACT

This study explores how systemic design principles can be applied to the development of digital Human Resource Management (HRM) ecosystems that enhance employee retention. While digital HR tools—such as AI-powered recruitment, predictive analytics, and virtual performance management—are widely adopted, their integration often remains fragmented. The research addresses the need for a holistic, systemic framework that aligns technology adoption with organizational culture, employee well-being, and long-term loyalty in the post-COVID workplace. A conceptual framework is developed through a synthesis of literature on systemic design, digital HR transformation, and employee retention theories (Human Capital Theory, Resource-Based View, and Socio-Technical Systems). The study employs a mixed-methods approach: (i) quantitative surveys and predictive analytics to assess turnover intentions and digital HR adoption, and (ii) qualitative case studies of organizations that have implemented systemic HR design. A systemic modeling process is used to map interdependencies between digital tools, organizational structures, and employee experience. The proposed framework suggests that systemic design in digital HR ecosystems can reduce employee turnover by creating adaptive, interconnected structures that balance technological efficiency with human-centric values. Preliminary insights indicate that integrating AI-driven career development, well-being analytics, and collaborative digital platforms fosters stronger engagement, trust, and long-term retention. This research contributes by conceptualizing Digital HR Ecosystems as systemic socio-technical systems, moving beyond isolated HR technology solutions. It offers a novel theoretical lens and actionable guidelines for HR managers and policymakers seeking to design sustainable, technology-enabled strategies that prioritize both organizational performance and employee well-being.

KEYWORDS: Digital HR, Employee Retention, Systemic Design, AI in HRM, Socio-Technical Systems, Human Capital Sustainability

SCHEDULING:

Friday 10th October, 2025	18:30 - 20:00	VIRTUAL ROOM FRI - UOP, A1 Roo	GR

EA-98

STEAM as a Leadership Incubator: The STEAM IDEAS' SQUARE Approach

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ABSTRACT

STEAM education is a transdisciplinary approach to learning that integrates Science, Technology, Engineering, the Arts, and Mathematics. It evolved from STEM education, which initially focused on science, technology, engineering, and mathematics, but later incorporated the arts to emphasize creativity, design thinking, and innovation. The inclusion of the arts helps students develop a more holistic understanding of problem-solving and critical thinking, making STEAM a well-rounded educational framework.

The background of STEAM education is rooted in the recognition that real-world problems require transdisciplinary solutions. STEAM encourages students to apply knowledge from multiple fields to address challenges creatively. This shift aligns with the demands of the modern workforce, where industries increasingly seek employees who can think critically, collaborate across disciplines, and innovate.

The STEAM IDEAS' Square (SIS) is a dynamic environment where science, art, and society intersect to foster creativity, innovation, and interdisciplinary collaboration. By integrating artistic expression into STEAM education, SIS creates an immersive learning environment where students FEEL societal needs, IMAGINE novel solutions, CREATE within the school, and SHARE their outcomes with the broader community.

This conceptual framework illustrates how STEAM education serves not only as an interdisciplinary, inquiry-based learning model, but also as a catalyst for leadership development. Through the integration of critical thinking, digital fluency, critical and systems thinking, empathy, and analytical decision-making, students engage in domains that nurture key competencies such as creative problem solving, collaboration, communication, resilience, and socio-cultural awareness. These domains collectively underpin the cultivation of leadership traits—including visioning, emotional intelligence, persuasive communication, and purpose-driven action. The SIS framework positions STEAM as a transformative approach to developing future-ready citizens: community changemakers, social entrepreneurs, ethical technologists, and innovation leaders. This model supports the thesis that STEAM is not merely curricular—it is fundamentally developmental, empowering learners to navigate and lead in complex, interdisciplinary global environments.

This paper presents how to integrate SIS Framework into a School Unit. The main instrument is the Self-Reflection Tool, measuring the level of STEAM integration in a school unit. By focusing on three identified areas of "growth"—school management, school process, and teachers' professional development—the specific instrument is offering the opportunity to the school community stakeholders to describe in detail the current situation in their school while at the same time, they are able to translate the findings to specific recommendation for future actions and development. More specifically, the tool aims to support the school heads to identify the status of their school in the key areas, levels of STEAM integration, namely Management Level, Process Level and Teachers' Professional Development Level.

The paper also presents the results of the SIS implementation in 4 countries (Greece, Norway, Portugal, Ireland) though the NEXT STEP project. The results demonstrate that school units have been improved the integration of STEAM approaches by 16% within one school year using the Self-Reflection tool (https://srt.the-next-step.eu/).

KEYWORDS: Leadership, STEAM Education, Creative Thinking, Design Thinking, Critical Skills

SCHEDULING:

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EA-99

Spiritual Leadership and Organizational Performance: A Multi-Case Study Across Sectors

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ABSTRACT

This study explores the impact of spiritual leadership on employee well-being, organizational commitment, and overall performance through a comparative analysis of three diverse cases: Cordon Bleu-Tomasso Corporation (Canada), Southwest Airlines (USA), and the entrepreneurial and non-profit initiatives of Steve Bigari.

The first case (Fry et al., 2010) presents the Spiritual Leadership Balanced Scorecard Business Model, integrating spiritual leadership with the Balanced Scorecard framework. By emphasizing intrinsic motivation through hope/faith, altruistic love, and a shared sense of purpose, Cordon Bleu-Tomasso demonstrates how spiritual leadership can drive employee satisfaction, quality outputs, and financial success. The company's unique Integrated System of Management Activities (ISMAs) illustrates how spiritual values can be operationalized with full respect for individual freedom.

The second case (Milliman et al., 1999) investigates Southwest Airlines, a company known for embedding spiritual values into its organizational culture. Core themes such as community, joy at work, personal authenticity, and empowerment contribute to a strong sense of belonging and purpose among employees, while also reinforcing customer satisfaction and profitability. Southwest illustrates how spirituality can be expressed through humor, emotional connection, and shared mission, aligning both individual and organizational goals.

The third case (Milliman& Ferguson, 2008) focuses on Steve Bigari, an entrepreneur who implemented spiritual leadership in both his business and non-profit efforts. Through concrete actions—such as employee access to transportation, healthcare, and financial support—Bigari's leadership exemplifies key spiritual dimensions: vision, hope, and altruistic love. His efforts showcase a leadership style rooted in service, empowerment, and removing barriers so individuals can realize their potential.

Together, these cases illustrate how spiritual leadership fosters sustainable, high-performing organizations by addressing the triple bottom line: people, purpose, and profit. This study argues that spirituality at work is not a soft ideal, but a practical and transformative model for aligning human dignity with operational excellence.

KEYWORDS: Spiritual Leadership, Organizational Performance, Employee Well-being, Organizational Spirituality, Sustainable Management, Leadership Models

SCHEDULING:

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EA-100

The digital transformation of Local Government and the contribution of KEP

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ABSTRACT

Since 2019, the digital transformation in Greece has begun and its progress is great. The Covid-19 pandemic contributed to this, which as a condition put Europe and the whole world in a state of emergency, while at the same time being the accelerator of the digital transformation at all levels and inevitably in the field of Public Administration, of which the Citizen Service Centers (CSCs) are a part.

The establishment of the CSCs reformed the Public sector and was the most essential action for the consolidation of e-government in Greece with the use of ICT as tools for the administrative actions of citizens with the state. The operating systems of Organizations and businesses incorporated new technologies, new models of production and service provision in order to be compatible with the new situation.

Public administration, in its capacity as a state, performs on the one hand functional sovereignty and on the other a general function of social control. However, these two functions merge into a performance of a general class function. Consequently, Public administration serves exclusively as a tool in order to achieve state goals. Public administration is a component of the state apparatus and the bureaucratic structure of public administration contributes to the development of a tendency for autonomy in Public administration.

We are in the digital decade and gov.gr has entered the lives of Greeks for good, simplifying bureaucratic procedures that can now be completed with a click. gov.gr is enriched daily with new applications such as MyCoast and Gov.gr Wallet. Undoubtedly, the road we have to travel is long, but nothing changes from one day to the next. Artificial Intelligence is already part of the Greek public sector with two digital assistants, mAigov and mAiGreece.

KEYWORDS: public administration, digital transformation, artificial intelligence.

SCHEDULING:

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EA-101

Innovation and digital transformation: digital literacy and skills of grade A΄ Local Government Organizations employees in the Prefecture of Arcadia

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ABSTRACT

In recent years, digital transformation and the search for innovation is a process in which both private and public organizations participate. Due to the technological development and the speed with which technology is integrated in the various public services, the workers in these services must have the necessary digital skills and the necessary digital literacy. The purpose of this thesis was to investigate innovation, the perceptions of digital transformation and the role of digital literacy and skills of grade A OTA employees in the Prefecture of Arcadia. For this purpose, a quantitative survey was carried out in the period from July 1 to 30, 2024 on a sample of 111 OTA grade A employees in the Prefecture of Arcadia. The collection of data was carried out with a questionnaire which aimed to assess the level of digital literacy, the attitude of employees towards digital transformation and innovation, the opinions of employees regarding the positive and negative elements of digital transformation and the obstacles to its implementation digital literacy and innovation. The results of the research showed that the OTA employees of the 1st grade in the Prefecture of Arcadia have a moderate to high level of digital literacy, recognize the positives of digital transformation and seek, communicate and apply new ideas in their workplace. From the research carried out it emerged that the level of digital literacy of the employees is positively related to the support of the digital transformation and to the recognition of the positive aspects of the digital transformation. In addition, the findings show that the level of digital literacy of employees is positively related to the promotion of innovation.

KEYWORDS: innovation, digital transformation, digital literacy, civil servants, Local Government Organizations employees, employee skills

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