UES-EUS

Union Européenne de systémique
European Union for Systemics

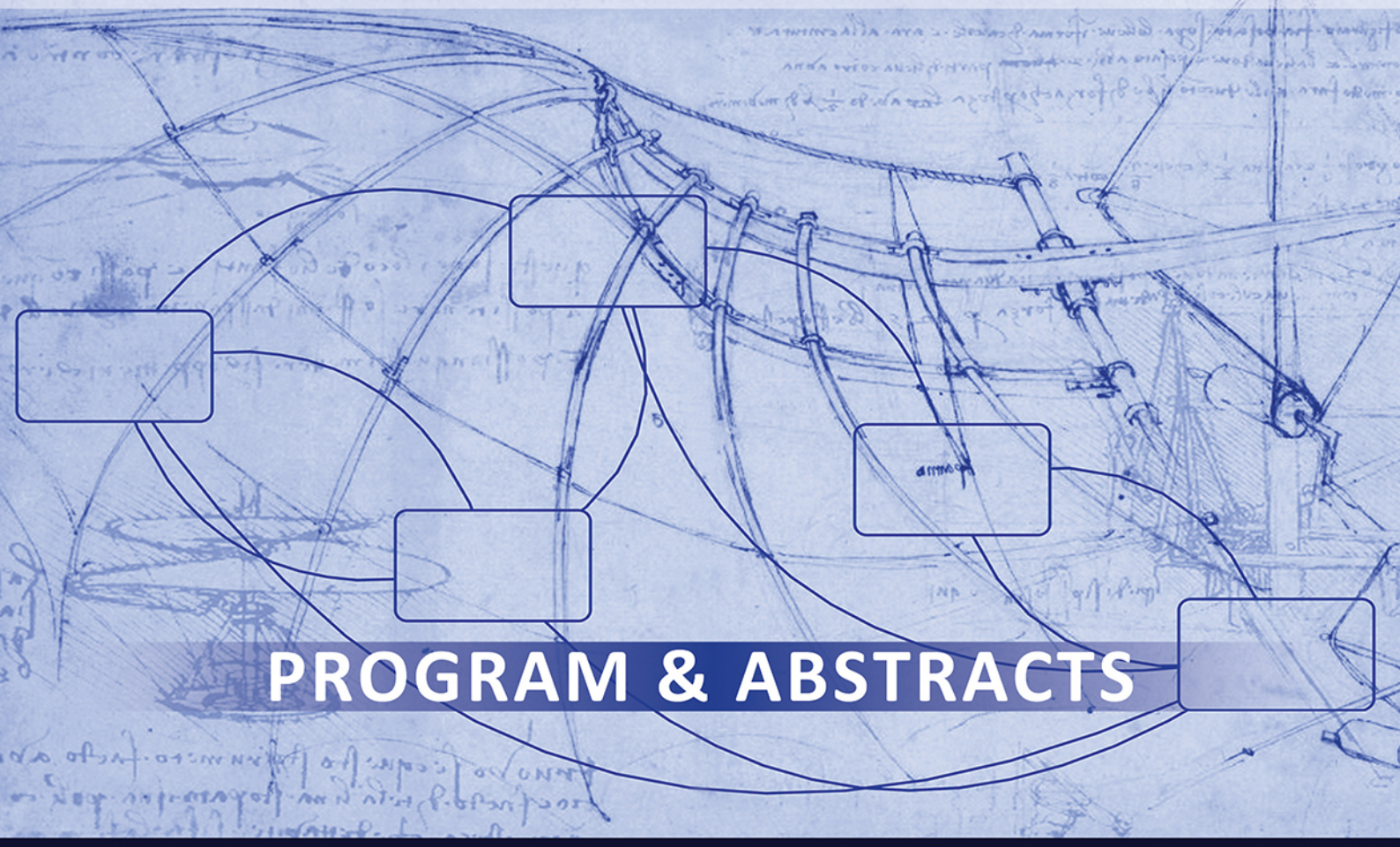
HELLENIC SOCIETY FOR SYSTEMIC STUDIES (HSSS)

Full member of IFSR | Business member of AASCB
Full member of European Union of Systemics

11th International EUS Online Congress
17th HSSS National & International Online Conference

SYSTEMIC DESIGN THINKING FOR CREATIVITY

confe.hsss.eu | 6-9 October, 2021 | Athens, Greece



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University of Piraeus

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Welcome Note

Systemic Design Thinking for Creativity

We would like to invite you to the 17th Hellenic Society for Systemic Studies (HSSS) National & International Conference, joined organized with the 11th European Union for Systemics (EUS) International Congress. The Congress is on-line, from 6 to 9 October, Athens, 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.

The EUS's triennial International Congress 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 pracical tools at the service of society.

Based on the topic of the creativity, the main theme of the double event is to present the dynamic scientific area of "Systemics" with theory and applications in organizations and enterprises across a wide spectrum of both service and production industry sectors.

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

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

The prominent national and international invited speakers in the scientific program, the exciting professional panels, the professional round table, and the professional workshop, will attract the attention of a large number of our colleagues. Further, the members' participation of 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.

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

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

Chair for the Scientific Committee
Professor Damien Claeys,
General Secretary of European Union for Systemics,
Faculty of Architecture, University of Louvain, Brussels,
Belgium.

President of EUS and HSSS
Professor N. Assimakopoulos,
Department of Informatics,
University of Piraeus, Piraeus,
Greece.

Avis de Bienvenue

Pensée Systémique de Conception pour la Créativité

Nous souhaitons vous inviter au 17e congrès national et international de l'Hellenic Society for Systemic Studies (HSSS) organisé conjointement au 11e congrès international de l'Union Européenne de Systémique (UES). Le congrès est organisé en distanciel, du 6 au 9 octobre, à Athènes.

La conférence nationale et internationale annuelle de la HSSS se tient alternativement dans différentes villes de Grèce en collaboration et/ou sous les auspices d'une ou plusieurs universités locales ou avec la contribution d'une organisation internationale ou grecque pertinente.

Le congrès international triannuel de l'UES constitue un grand moment de rencontre et d'émulation entre des systémiciens venant d'Europe, mais également de l'international, pour décloisonner les approches spécialistes des différentes disciplines. Articulant approches théoriques, méthodologiques et pratiques, la pensée systémique contribue en effet à la construction de synergies entre différentes disciplines, favorisant ainsi le développement de modèles théoriques, de méthodes de modélisation et d'aide à la décision, et d'outils pratiques au service de la société.

En partant du thème de la créativité, le sujet principal de ce double événement est de présenter le domaine scientifique dynamique de la "systémique" avec la théorie et les applications dans les organisations et les entreprises à travers un large éventail de secteurs industriels de production et de services.

Étant donné la nature dynamique de ce domaine difficile, la systémique comblera le fossé entre la théorie et la pratique et encouragera l'utilisation de méthodologies efficaces et de multi-méthodologies pour gérer la complexité organisationnelle d'aujourd'hui en vue de l'intelligence organisationnelle.

Notre communauté internationale interdisciplinaire dispose des outils systémiques scientifiques et de puissants logiciels spécialisés pour s'attaquer aux problèmes stratégiques complexes multidimensionnels actuels et pour gérer leur complexité dans différents domaines de pratique appliquée.

Les éminents orateurs nationaux et internationaux invités dans le programme scientifique, les panels professionnels passionnants, la table ronde professionnelle et l'atelier professionnel attireront l'attention d'un grand nombre de nos collègues. De plus, la participation des membres, entre autres, de l'Association Française de Science des Systèmes (AFSCET), The Cybernetics Society (CYBSOC), de l'Associazione Italiana per la Ricerca sui Sistemi (AIRS), de l'Hellenic Society for Systemic Studies (HSSS), de l'Asbl Systèmes & Organisations (S&O), de la Sociedad Española de Sistemas Generales (SESGE), de l'International Federation for Systems Research (IFSR), de l'International Academy of Systems and Cybernetic Sciences (IASCYS), de la World Organisation of Systems and Cybernetics (WOSC), ainsi que de cabinets de conseil renommés d'envergure nationale et internationale, permettra l'organisation d'un événement très réussi et mémorable dans l'histoire des conférences de la HSSS et des congrès de l'UES.

Qui devrait y assister ?

- Les universitaires : communiquez les résultats de vos recherches avec vos collègues du monde entier.
- Membres d'organisations nationales et internationales.
- Les consultants : présentez la puissance de la pensée systémique, de la modélisation et de la simulation dans votre travail appliqué et orienté vers le client.
- Praticiens : montrez la modélisation et la simulation à l'œuvre dans vos organisations.
- Étudiants diplômés : partagez vos recherches en cours dans un environnement constructif.
- Étudiants de premier cycle : Profitez d'une bonne expérience dans un environnement stimulant et professionnel.

Athènes est la capitale de la Grèce. Son économie est également soutenue par l'industrie manufacturière, le commerce, les services et le tourisme.

Athènes est un lieu idéal pour rassembler des collègues du monde entier afin de promouvoir et d'échanger des idées, des connaissances et des expériences au profit des organisations et des entreprises, afin de répondre efficacement aux besoins d'une communauté internationale exigeante.

Président du Comité Scientifique

Professeur Damien Claeys,
Secrétaire général de l'Union européenne pour la systémique,
Faculté d'Architecture, Université de Louvain, Bruxelles,
La Belgique.

Président de l'EUS et de la HSSS

Professeur N. Assimakopoulos,
Département d'informatique,
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Acknowledgements

The Board of Directors of the
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&
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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 6th October, 2021

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

Thursday 7th October, 2021

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

Friday 8th October, 2021

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

Brief Program

Saturday 9th October, 2021

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11:30 - 11:45	SHORT BREAK
11:45 - 13:15	KEYNOTE ADDRESSES
13:15 - 13:30	SHORT BREAK
13:30 - 15:00	WORKSHOP AND PARALLEL SESSIONS
15:00 - 15:30	LUNCH BREAK
15:30 - 17:00	WORKSHOP AND PARALLEL SESSIONS
17:00 - 17:15	SHORT BREAK
17:15 - 18:15	PROFESSIONAL ROUND TABLE
18:15 - 18:30	CLOSING CEREMONY
18:30 - 19:30	CSAP REUNION

Program Timetable

Wednesday 6th October, 2021

10:00 - 11:00	**OPENING CEREMONY WITH SALUTATIONS**
10:00 - 11:00	**VIRTUAL ROOM WED-1** **Opening Ceremony with Salutations** *Chair: Dr. Stergiana Giannakou*
	Opening by Dr. Stergiana Giannakou, Chair of the Congress Organizing Committee and 2nd Vice President 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 Congress Scientific Committee and General Secretary of the European Union for Systemics, Professor **Damien Claeys**, Université Catholique de Louvain (UCLouvain), Belgium.
	Salutation by the Honorary General Secretary of the European Union for Systemics, Madam **Andree Piecq**, Belgium.
	Salutation by the 1st Vice President of the Hellenic Society for the Systemic Studies, Professor **Vasileios Angelis**, University of the Aegean, Greece.
	Presentation of the new **Digital Library** of the European Union for Systemics by Mr. **Nikolaos Zoannos**, University of Piraeus, Greece.

11:00 - 11:45	**KEYNOTE ADDRESS**
11:00 - 11:45	**VIRTUAL ROOM WED-1** **Keynote Addresses** *Chair: Prof. Nikitas Assimakopoulos*
KN-01	Escaping a Labyrinth with Logosofia ***Alexander "Alecos" Christakis, Jeff Diedrich, M.A.***

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

12:00 - 13:30	**KEYNOTE ADDRESSES**
12:00 - 13:30	**VIRTUAL ROOM WED-1** **Keynote Addresses** *Chair: Prof. Nikitas Assimakopoulos*
KN-02	Between fiction, normalization and interaction: Creativity in architectural design ***Damien Claeys***
KN-03	The Era of Global Business and Corporate Governance ***John Thanopoulos***

13:30 - 14:00	**LUNCH BREAK**

14:00 - 15:30	**KEYNOTE ADDRESSES AND WORKSHOP**
14:00 - 15:30 	**VIRTUAL ROOM WED-1** **Keynote Addresses** *Chair: Panagiotis Kalofonos*
KN-04	Systems Thinking: A brief overview of the history and theory of the field ***Alexander Laszlo***
KN-05	Soft Systems Dynamics Methodology (SSDM): A Tool for Analysis, Design and Viable Strategic Transformation of Eco-Social Systems ***Ricardo Rodriguez-Ulloa***
14:00 - 15:30 	**VIRTUAL ROOM WED-2** **Workshop** *Chair: Elefherios S. Kakavoulis, Antonios Dragonas*
WS-01	21st Century Entrepreneurial Ethics ***Ioannis (John) Thanopoulos, Andrew Drivas,, George Chrysovalantis Chandrinos, Nikolaos Papazoglou***

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

15:45 - 17:15	**WORKSHOP AND PARALLEL SESSIONS**
15:45 - 17:15 	**VIRTUAL ROOM WED-1** **Workshop** *Chair: Panagiotis Kalofonos*
WS-02	Get Started with Macro Modeling ***David Wheat, Professor Marianna Oliskevych, Alina Novik***
15:45 - 17:15 	**VIRTUAL ROOM WED-2** **Extended abstract presentations** *Chair: Elefherios S. Kakavoulis, Antonios Dragonas*
EA-01	The Reference Pattern of Universal Values: Seven functions for an analysis of the social ***Francisco Parra-Luna***
EA-02	La créativité de la pensée systémique ***Vitrac Richard***
15:45 - 17:15 	**VIRTUAL ROOM WED-3** **Extended abstract presentations** *Chair: Rallis-Aris Antoniadis*
EA-03	Decision-making process for operational issues of educational organizations: The case of school units ***Dimitra Patsi, Ioannis Alexiou,, Stavros Fasoulas,***

EA-04	Design Thinking and Education: A systems approach ***Maria Giannakaki, Stergiani Giannakou, Dimitrios Varsos, Nikitas Assimakopoulos***
EA-05	Can systemic design thinking lead to the revitalization of intangible cultural heritage? ***Pelagia Chourdaki***

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

17:30 - 19:00	**WORKSHOP AND PARALLEL SESSIONS**
17:30 - 19:00 	**VIRTUAL ROOM WED-1** **Workshop** *Chair: Panagiotis Kalofonos*
WS-03	Let's think creatively, using pictures ***Marilena Koliavasili***
17:30 - 19:00 	**VIRTUAL ROOM WED-2** **Workshop** *Chair: Elefherios S. Kakavoulis, Antonios Dragonas*
EA-06	Internet of things: a boost to creativity ***MARIA GEORGAKALOU, MICHAEL PAPADAKIS***
EA-07	Digitalisation in payments and financial literacy ***Vasiliki Tzora***
EA-08	Transformation of an IT Projectized team, Synchronizing along with Internal Changes ***Alexandros Miaris, Anastasios Riggas, Nikitas Assimakopoulos***
EA-09	Apply Design Thinking In Application Development ***Ioannis Alexiou, Stavros Fasoulas, Dimitra Patsi***
17:30 - 19:00 	**VIRTUAL ROOM WED-3** **Extended abstract presentations** *Chair: Rallis-Aris Antoniadis*
EA-10	Employees' Motivation in the Healthcare Sector in Greece ***Ioannis Katsanakis***
EA-11	Systemic Approaches for Improvement of a Hospital's Unit ***Alexandra Spatioti***
EA-12	The effect of social media on children's eating habits. Cases of schools in the region of Central Macedonia. ***Panagiwta Boziou, Georgios Tsekouropoulos***
EA-13	Social stories and Comic Strip Conversations for improving emotional and social skills ***Aikaterini Kalyva***

Program Timetable

Thursday 7th October, 2021

10:00 - 11:30	**KEYNOTE ADDRESSES**
10:00 - 11:30 	**VIRTUAL ROOM THU-1** **Keynote Addresses** *Chair: Prof. Athanasios (Thanos) Kriemadis*
KN-06	How to design and deliver 'Systemic Anthropocentric Training' for Creativity ***Yiannis M. Kalogerakis***
KN-07	Working with the Systemic concepts without creativity is impossible ***Andrée Piecq***
11:30 - 11:45	**SHORT BREAK**
11:45 - 13:15	**KEYNOTE ADDRESSES**
11:45 - 13:15 	**VIRTUAL ROOM THU-1** **Keynote Addresses** *Chair: Prof. Athanasios (Thanos) Kriemadis*
KN-08	Managing the complexity of climate change ***Shann Turnbull***
KN-09	How cybernetics explains behavioural Tensegrity and its advantages for organisations ***Shann Turnbull***
13:15 - 13: 30	**SHORT BREAK**
13:30 - 15:00	**WORKSHOP AND PARALLEL SESSIONS**
13:30 - 15:00 	**VIRTUAL ROOM THU-1** **Workshop** *Chair: Panagiotis Kalofonos*
WS-04	Epistemology in architectural design: how data processing affects creativity? ***Louis Vitalis, Louis Roobaert, Sébastien Bourbonnais***
13:30 - 15:00 	**VIRTUAL ROOM THU-2** **Workshop** *Chair: Elefherios S. Kakavoulis, Antonios Dragonas*
WS-05	Design thinking, Creativity and Innovation for entrepreneurial success ***ATHANASIOS KRIEMADIS, Costas Vassilakis, Dimitris Spiliotopoulos, Dionisis Margaris***

13:30 - 15:00 	**VIRTUAL ROOM THU-3** **Extended abstract presentations** *Chair: Rallis-Aris Antoniadis*
EA-14	Knowledge Acquisition and Responsiveness, as critical factors for sustainability in the Tourism and Hospitality Industry: Key Issues ***Konstantina Agoraki, George Deirmentzoglou, Andreas Fousteris***
EA-15	Design Thinking and Innovation: Strategic tools for the sustainability of the HEIs ***Aikaterini POUSTOURLI***
EA-16	The Management of Human Resources and its contribution to the improvement of Public Services (Case study: Customs of Thessaly, Greece) ***Konstantinos Karyotakis, Eleni Barda***
EA-17	Applying systemic design thinking in the context of Total Quality Management implementation ***George Sainis, Athanasios Kriemadis, Dimitra Kapnisi***

15:00 - 15:30	**LUNCH BREAK**

15:30 - 17:00	**WORKSHOP AND PARALLEL SESSIONS**
15:30 - 17:00 	**VIRTUAL ROOM THU-1** **Workshop** *Chair: Panagiotis Kalofonos*
WS-06	The Labyrinth Game with Logosofia ***Alexander "Alecos" Christakis, Ph.D., Jeff Diedrich, M.A.***
15:30 - 17:00 	**VIRTUAL ROOM THU-2** **Workshop** *Chair: Elefherios S. Kakavoulis, Antonios Dragonas*
WS-07	Systemic Entrepreneur for Small Units ***Prokopis Fousas***
15:30 - 17:00 	**VIRTUAL ROOM THU-3** **Extended abstract presentations** *Chair: Rallis-Aris Antoniadis*
EA-18	Development of a Business Continuity Management System (ISO 22301:2019) at EcoSolutions IKE & Provision for the Development of a New Activity (Eco-FriendlyStraws) using the VENSIM PLE Software. ***VASILIKI (VILLY) REPOUSI***
EA-19	The application of Systemic Dynamics in the field of Publishing ***Irene Gkotsi***
EA-20	Using systemic tools for the study of a company Case study: MAVRAKIS-VYTHOULKAS OE. ***PANAGIOTIS MAVRAKIS***
EA-21	SUPPLY CHAIN MANAGEMENT, COMPANY STUDY Delatolas Express Cargo ***DIONYSIS VYTHOULKAS***

17:00 - 17:15	**SHORT BREAK**

17:15 - 19:00	**WORKSHOP AND PARALLEL SESSIONS**
17:15 - 19:00 	**VIRTUAL ROOM THU-1** **Workshop** *Chair: Panagiotis Kalofonos*
WS-08	Global Business Ethics and Corporate Governance: A systemic perspective ***Ioannis (John) Thanopoulos, Nikolaos Papazoglou, Katerina Paschalidou***
17:15 - 19:00 	**VIRTUAL ROOM THU-2** **Workshop** *Chair: Elefherios S. Kakavoulis, Antonios Dragonas*
WS-09	Harnessing "models' of excellence" generative thinking patterns ***Alexandra Efthimiadou***
17:15 - 19:00 	**VIRTUAL ROOM THU-3** **Extended abstract presentations** *Chair: Rallis-Aris Antoniadis*
EA-22	Modelling the Systemic Context in Business Process Management applications ***Panagiotis Papaioannou, Nikitas Assimakopoulos***
EA-23	A process based approach for the evaluation of information systems: A qualitative approach ***Ioannis Katsanakis***
EA-24	The Application of Lean Management Methodology in Contemporary Business Management: A Qualitative Approach ***Ioannis Katsanakis, Varvara Bampa***
EA-25	Systemic Approaches for Improving Business Procedures ***Georgia Assimakopoulou***

Program Timetable

Friday 8th October, 2021

10:00 - 11:30	**KEYNOTE ADDRESSES**
10:00 - 11:30	**VIRTUAL ROOM FRI-1** **Keynote Addresses** *Chair: Prof. Nikitas Assimakopoulos*
KN-10	Critical reflections on contemporary systems practice: implications for scholarship and social impact ***Ray Ison***
KN-11	Systemic wisdom: A systems perspective convening ancient traditions of wisdom ***Louis Klein***
11:30 - 11:45	**SHORT BREAK**
11:45 - 13:15	**KEYNOTE ADDRESSES**
11:45 - 13:15	**VIRTUAL ROOM FRI-1** **Keynote Addresses** *Chair: Prof. Nikitas Assimakopoulos*
KN-12	Ecological ***Liss C. Werner***
KN-13	Critical Back-Casting: Towards a More Ethical Systems Design ***Gerald Midgley***
13:15 - 13:30	**SHORT BREAK**
13:30 - 15:00	**WORKSHOP AND PARALLEL SESSIONS**
13:30 - 15:00	**VIRTUAL ROOM FRI-1** **Extended abstract presentations** *Chair: Panagiotis Kalofonos*
EA-26	A systemic resilience approach to dealing with sustainable workplace strategies. ***Renuka Thakore, Aino Kavantera, Graeme Whitehall, Robin Kennish***
EA-27	The Methodology of Technical Thinking Systems ***Anatoly Timofeev***
EA-28	Science of systems and problem solving ***Janos Korn***

13:30 - 15:00	**VIRTUAL ROOM FRI-2** **Extended abstract presentations** *Chair: Elefherios S. Kakavoulis, Antonios Dragonas*
EA-29	Implementation of a smart platform for charging of electrical vehicles in super markets ***Georgios Karampatos***
EA-30	Design a new logistics center under the current developments in the field of supply chain. Case study: Supermarkets ***Aikaterini Mantziori, Apostolos Papas***
EA-31	Systemic thinking for creativity leads to successfull, responsible and sustainable global goals ***SOPHIA GEORGIOU***
EA-32	Public Administration and Crisis ***Georgia Chronopoulou***

15:00 - 15:30	**LUNCH BREAK**

15:30 - 17:00	**WORKSHOP AND PARALLEL SESSIONS**
15:30 - 17:00	**VIRTUAL ROOM FRI-1** **Extended abstract presentations** *Chair: Panagiotis Kalofonos*
WS-10	Streamlining the operational processes of a public sector organization through standardization and the application of the systems approach: The Case of the Hellenic Court of Audit ***Viktoria Zgouva***
WS-11	Modelling maritime transport disruptions and supply chain performance for decision making using systems dynamics ***Irene Ramfou***
WS-12	Which US uncertainty index is more informative during the global pandemic for G7 stock markets? ***Stavroula Fameliti, Vasiliki Skintzi***
WS-13	Employee involvement and participation as a function of Labor Relations and Human Resource Management: Evidence from Greek subsidiaries of multinational companies in the pharmaceutical industry ***Eleni Triantafillidou, Theodore Koutroukis***
15:30 - 17:00	**VIRTUAL ROOM FRI-2** **Extended abstract presentations** *Chair: Elefherios S. Kakavoulis, Antonios Dragonas*
EA-33	Artificial or Computational Creativity and its Definition ***John Kontos***
EA-34	Insights on systemic decision making using system dynamics for business creativity ***Dionisia Dragona, Antonios Dragonas,, Nikitas Assimakopoulos***

15:30 - 17:00 	**VIRTUAL ROOM FRI-3** **Extended abstract presentations** *Chair: Rallis-Aris Antoniadis*
EA-35	Exploring the Total Quality Management implementation in Professional Sport Clubs ***Dimitra Kapnisi, A. Kriemadis, G. Sainis***
EA-36	Systemic Design for Digital Transformation in SMEs ***Dimitrios Charalampidopoulos***
EA-37	Apply systemic design thinking in S.M.E.'s ***Stavros Fasoulas, Ioannis Alexiou, Dimitra Patsi***
EA-38	The impact of teleworking with digital collaboration tools on work engagement and technostress. The case of an Information and Communication Technology company in Greece. ***Antonios Paravalos, Evangelia Dr. Markaki***

17:00 - 17:15	**SHORT BREAK**

17:15 - 19:00	**PROFESSIONAL PANEL AND WORKSHOPS**
17:15 - 19:00 	**VIRTUAL ROOM FRI-1** **Professional Panel** *Chair: Panagiotis Kalofonos, Theofanis Giotis*
PP-01	Navigating and Surviving our VUCA World using Agile ***Theofanis Giotis, Panos Chatzipanos***
17:15 - 19:00 	**VIRTUAL ROOM FRI-2** **Workshop** *Chair: Elefherios S. Kakavoulis, Antonios Dragonas*
WS-14	Organicity: the "COSMOPOLIS" Project, for Individual and Collective Growth, using Systemic Pythagorean and Christian Methodologies ***Kyriakos Kokkinos***
17:15 - 19:00 	**VIRTUAL ROOM FRI-3** **Workshop** *Chair: Rallis-Aris Antoniadis*
WS-15	Prospective imagination: art-science to bring about an Economía AMABLE ***Silvia Zweifel***

Program Timetable

Saturday 9th October, 2021

10:00 - 11:30	**KEYNOTE ADDRESSES**
10:00 - 11:30 	**VIRTUAL ROOM SAT-1** **Keynote Addresses** *Chair: Dimitrios S. Varsos*
KN-14	Supporting the Creativity and Innovation Strategy in Contemporary Business ***Athanasios (Thanos) Kriemadis***
KN-15	How Structured Democratic Dialogue utilizes and capitalizes on the creativity of participating stakeholders ***Yiannis-John Laouris***
11:30 - 11:45	**SHORT BREAK**
11:45 - 13:15	**KEYNOTE ADDRESSES**
11:45 - 13:15 	**VIRTUAL ROOM SAT-1** **Keynote Addresses** *Chair: Dimitrios S. Varsos*
KN-16	Systemic Design Thinking as an Intelligent Strategy for Innovation and Business Creativity ***Peter Groumpos***
KN-17	Why do we Visualise? The WOW! Effect in Creativity ***Andreas Maniatis***
13:15 - 13:30	**SHORT BREAK**
13:30 - 15:00	**WORKSHOP AND PARALLEL SESSIONS**
13:30 - 15:00 	**VIRTUAL ROOM SAT-1** **Workshop** *Chair: Panagiotis Kalofonos*
WS-16	Design Thinking for Start-Ups ***Georgios Varsos***
13:30 - 15:00 	**VIRTUAL ROOM SAT-2** **Workshop** *Chair: Elefherios S. Kakavoulis, Antonios Dragonas*
WS-17	Financial and other applications of Blockchain Technologies ***Nikolaos Zoannos, Nikolaos Daskalakis, Panagiotis Georgitseas, Alexios Lymperis***

13:30 - 15:00 	**VIRTUAL ROOM SAT-3** **Extended abstract presentations** *Chair: Rallis-Aris Antoniadis*
EA-39	Entrepreneurship & E-commerce in the time of Covid-19 ***Georgios Deirmentzoglou, Konstantina Agoraki, Andreas Fousteris***
EA-40	Environmental and financial sustainability in post-COVID-19 word in Greece: A Preliminary analysis ***Andreas Fousteris, Konstantina Agoraki, George Deirmentzoglou***
EA-41	The impact of Covid19 pandemic caused in an HR department of a Greek Chain Supermarket (wholesale) ***CHRISTOULA VALKANA***
EA-42	Citizen's risk perception in COVID-19 situations: A systemic approach to reducing social vulnerability in Greece ***Ioannis Drakos, Aikaterini Drakou, Kristallo Kedra***

15:00 - 15:30	**LUNCH BREAK**

15:30 - 17:00	**WORKSHOP AND PARALLEL SESSIONS**
15:30 - 17:00 	**VIRTUAL ROOM SAT-1** **Workshop** *Chair: Panagiotis Kalofonos*
WS-18	Introduction to Business Process Management and Business Process Simulation Modeling ***Panagiotis Papaioannou, Rallis Antoniadis, MSc, PhD.Cand.***
15:30 - 17:00 	**VIRTUAL ROOM SAT-2** **Workshop** *Chair: Elefherios S. Kakavoulis, Antonios Dragonas*
WS-19	Applied systemic methodologies in a web hosting company ***Konstantinos Villios***

17:00 - 17:15	**SHORT BREAK**

17:15 - 18:15	**PROFESSIONAL ROUND TABLE**
17:15 - 18:15 	**VIRTUAL ROOM SAT-1** **PROFESSIONAL ROUND TABLE** *Chair: Dimitrios S. Varsos*
PRT-01	Driving the Design Thinking Process Through a Systems Approach ***Dimitrios S. Varsos***

18:15 - 18:30	CLOSING CEREMONY
18:15 - 18:30 	**VIRTUAL ROOM SAT-1** **Closing ceremony of the congress** *Chair: Prof. Nikitas Assimakopoulos*

18:30 - 19:30	CSAP REUNION
18:30 - 19:30 	**VIRTUAL ROOM SAT-1** **CSAP Dedicated** *Chair: Prof. Nikitas Assimakopoulos*
	CSAP Reunion – From the past to the future ***Nikitas Assimakopoulos, Stergiani Giannakou, Alexis Kainadas***

Keynote Addresses

KN-01

Escaping a Labyrinth with Logosofia

Dr Alexander "Alecos" Christakis
21st. Century Agoras, Greece & USA
Jeff Diedrich, M.A.
21st. Century Agoras & Michigan Department of Education, USA

ABSTRACT

Situational complexity is a phenomenon that emerges when groups of stakeholders are engaged in defining and resolving collectively wicked problems. From more than one thousand applications of the methodology of Structured Dialogic Design (SDD) world-wide, we have accumulated evidence that an effective assault on situational complexity is dependent on the implementation of authentic deliberative democracy, in both the public and private sectors. On the other hand, the implementation of deliberative democracy is contingent on the support of the SDD, and the application of SDD is contingent on the commitment to deliberative democracy. This vicious cycle is the Labyrinth that humanity needs to escape from for the sustainability of our species on planet Earth.

The presentation will discuss the Global predicament of the Labyrinth, and the simulation of a strategy for escaping by employing the Logosofia platform of SDD.

KEYWORDS: Logosofia, Structured Dialogic Design, Global predicament

SCHEDULING:

Wednesday 6th October, 2021	11:00 - 11:45	VIRTUAL ROOM WED-1	EN

KN-02

Between fiction, normalization and interaction: Creativity in architectural design

Professor Damien Claeys, Phd
General Secretary of the European Union for Systemics (EUS),
Laboratoire Théorie des systèmes en architecture,
Université Catholique de Louvain (UCLouvain), Belgium.

ABSTRACT

Architectural design is heuristically modeled as a research process in which designers must solve an ill-defined problem in a reflexive manner by alternating between periods of creative speculation and periods of logical reasoning. In other words, at the crossroads of art and science, the designer steers an architectural design process in response to a given context, in order to shape a solution, brought out in the form of an architectural project. To that end, he operates on an evolving mental model of the ongoing project.

Historically, creativity has been studied mainly from three theoretical paradigms: fiction (creatio ex novo, Muses, genius…), normalization (phrenology, psychometrics, intelligence quotient…) and interaction (flow, sociocultural context, artificial neural networks…).

Thus, creativity in architectural design can be understood through an analogy between these three theoretical paradigms and a circular relationship of three systems of reasoning (heuristic strategies, algorithmic reasoning, metacognitive feedback) associated respectively with three portraits of designers (magician designer, computer designer, self-organized designer).

KEYWORDS: Architectural design, Creativity

SCHEDULING:

Wednesday 6th October, 2021	12:00 - 13:30	VIRTUAL ROOM WED-1	EN

KN-03

The Era of Global Business and Corporate Governance

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

ABSTRACT

If one observes the world-wide evolution of the social and entrepreneurship process of the last fifty years, globally, he will witness the change from a stockholder direct benefit and a self-centered profit-oriented approach of those in "power" to a socially minded thinking for the betterment of all people. This is a systemic phenomenon supporting the business era of true creativity which aims to replace past governmental roles and is based on a philosophical realization of values that existed from Ancient Greece to Confucius-related concepts. The magnitude of changes manifests the depth of the modern era business reality where, for example, Walmart, the largest world-wide company, has as sales more than twice the Greek GNP and employs only 2.2 million persons. Corporations like Walmart must have in-depth business ethics understanding, deontology of actions, and well-pronounced corporate governance codes. One will question if Greece, as a country, employs similar processes. Does it need legal actions to implement ethical behaviors? What about, in our today's global business reality, the ethical (and legal) issues from Denmark to Egypt? Thus, after a brief summary, the aim of the key-note address is to outline the global last fifty years socio-economic transition, its repercussions, its relation to human creativity, expected social changes, main statistics and support data conclusions.

KEYWORDS: Global Business, Corporate Governance

SCHEDULING:

Wednesday 6th October, 2021	12:00 - 13:30	VIRTUAL ROOM WED-1	EN

KN-04

Systems Thinking: A brief overview of the history and theory of the field

Alexander Laszlo, Phd
President of the Bertalanffy Center for the Study of Systems Science (BCSSS)
Austria and Argentina

ABSTRACT

This presentation covers the origins, foundations, and development of modern day systems thinking. By tracing the history of systems theories, their permutations, and their developments, a more robust understanding of recent advances in systems praxis may be obtained. Clearly, in 30 minutes it is impossible to cover the wealth, depth and breadth of the systems movement, but key figures, essential epistemological frameworks, and promising directions of the movement will be presented as a stimulus for further reflection and dialogue.

KEYWORDS: Systems Thinking

SCHEDULING:

Wednesday 6th October, 2021	14:00 - 15:30	VIRTUAL ROOM WED-1	EN

KN-05

Soft Systems Dynamics Methodology (SSDM): A Tool for Analysis, Design and Viable Strategic Transformation of Eco-Social Systems

Associate Professor Ricardo Rodriguez-Ulloa
Universidad Nacional de Ingeniería – UNI, Lima, Peru
President and Principal Researcher of Instituto Andino de Sistemas – IAS, Lima, Peru

ABSTRACT

The Soft System Dynamics Methodology – SSDM was created at the Instituto Andino de Sistemas – IAS (Lima, Peru), in the period 1992-2000. The SSDM combines two of the best known methodologies of Systemic Thinking: System Dynamics – SD (created by Prof. Jay W. Forrester of the Massachusetts Institute of Technology – MIT in the USA) and the Soft Systems Methodology – SSM (created by Prof. Peter B. Checkland from Lancaster University, UK).

The SSDM consists of 10 stages in which, applying a hermeneutical-phenomenological and nominalist approach, it breaks with the anthropocentric approach characteristic of the SSM, allowing the analysis of complex situations where various human and non-human stakeholders intervene. For the latter, the SSDM employs Synectics, considering the "weltanschauungen" of the non-human stakeholders at the same level of importance as those of the human stakeholders. Furthermore, in the application of its 10 stages, the SSDM uses 3 worlds (1. the Real World, 2. the Problem-Oriented World and 3. the Solution-Oriented World) to collect in a hermeneutic and transdisciplinary way, soft data and hard, to implement viable changes in eco-social systems, in order to obtain consensual conceptual models. This allows a comprehensive approach to complex real-world situations, considering multi-methodological and multi-paradigmatic approaches; allowing the creation of culturally feasible and systemically desirable policies for the various stakeholders (human and non-human), with the support of Critical Systems Thinking (CST). SSDM can be considered as a transdisciplinary methodology for the analysis, design and viable strategic transformation of eco-social systems of any size.

Papers on SSDM have been published in specialized journals and conferences: Systemic Practice and Action Research (SPAR) (Vol 18, No. 3, 2005, and Vol. 24, No. 4, 2011), Springer; Journal of the Operational Research Society (JORS) (Volume 58, 2007, No. 6), Taylor& Francis; Book of Abstracts of the European Meeting on Cybernetics and Systems Research – EMCSR 2014, Bertalanffy Center for the Study of Systems Science; and in September 2021, a paper will appear in the Proceedings of the World Organization of Systems and Cybernetics – WOSC Congress 2021 (Moscow, Russia), the paper is entitled "Strategic Management of Peruvian Natural Gas using Soft System Dynamics Methodology (SSDM)".

KEYWORDS: Soft Systems Dynamics Methodology, Eco-Social Systems

SCHEDULING:

Wednesday 6th October, 2021	14:00 - 15:30	VIRTUAL ROOM WED-1	EN

KN-06

How to design and deliver 'Systemic Anthropocentric Training' for Creativity

Dr Yiannis M. Kalogerakis
CEO of JMK-Anthropocentric Corporate Training & People Development
Greece

ABSTRACT

Training business executives for creativity has always been a challenge for all trainers. Executives can indeed be trained to be increasingly more creative in their short- and long-term business activities. Designing and delivering 'Systemic Anthropocentric Training' has enhanced the effectiveness, efficiency, and productivity of trainees. Enhancing the thinking process with appropriate questioning and mind exercises, has yield remarkable results during the last decade of exercising such practices in JMK, in 4 continents. In this presentation, indicative Best Practices from the international market will be presented.

KEYWORDS: Systemic, Training, Creativity

SCHEDULING:

Thursday 7th October, 2021	10:00 - 11:30	VIRTUAL ROOM THU-1	EN

KN-07

Working with the Systemic concepts without creativity is impossible

Madam Andrée Piecq
Honorary General Secretary of EUS-UES.
Honorary President of Systemics & Organizations, Belgium.
Scientific Director of G.I.R.O.S. , Belgium.

ABSTRACT

Mr Gérard Donnadieu wrote: "…the representation of the reality is not free from the observer: the things, the situations, the events, the persons are taking the colours and the shapes he gives them, in the function of his vision of the world, of his intentions of the moment and the context in which all of those happen. We add: " Working with the Systemic concepts without creativity is impossible".

Creativity is often synonymous with imagination and the ability to produce something new. Generally, it is used when we speak about art. All researchers and practicians in Systemics need to have this ability to be efficient with their works. This communication presents some examples.

To work with systems, like organizations, it is necessary to elaborate hypothesises concerning their functioning. If the operations achieve their goal, the organizations will be conducted, in the same way through time. If the operations are dysfunctional, creativity is also necessary to elaborate some strategies to introduce the change.

To meta-communicate, that is to say, to have another look concerning what the members of the organization are "playing" and to search what is the finality of those "plays", creativity is also necessary.

To permit the life and the expansion of an organization all its members must have the same vision of reality. This vision is showing by rules concerning the way to conduct the different operations. Sometimes this vision is false and blocks the expansion, so to permit their expansion and to let them live, the rules, the vision must be change. To change them the creativity will be also necessary.

We hope that this communication demonstrates how it is important to open his mind to creativity when we are working with systemic.

KEYWORDS: Systems, Organizations, Creativity

SCHEDULING:

Thursday 7th October, 2021	10:00 - 11:30	VIRTUAL ROOM THU-1	EN

KN-08

Managing the complexity of climate change

Dr Shann Turnbull, PhD
Education
International Institute for Self-governa
Principal
sturnbull@alumni.harvard.edu

ABSTRACT

Purpose:
This paper aims to identify how society can manage complex problems like climate change. Three reasons are presented why command and control hierarchies that dominate most sectors of modern society make it impossible to reliably manage complexity. Hierarchies deny: (a) Requisite variety of independent communication and control channels to reliably simplify complexity so as to not to exceed the physiological and neurological limits of humans to process bytes, data, information, knowledge and wisdom, (b) Decomposing and distributing decision-making to contest the integrity of communications, control and decisions, (c) Organizations obtaining a requisite variety of responses to adapt to novel wicked complex problems in dynamic unknowable environments. An ecological form of network governance, as used by our brains, and throughout nature is suggested as a solution.

Design/methodology/approach:
Bits or bytes are used as the unit of analysis. This allows the limited ability of human physiology and neurology to process bytes and so data to be identified. While the social constructs of information, knowledge and wisdom cannot be reliably measured no change in their status can arise without the transaction of bytes. In this way Transaction Cost Economics can be subsumed into Transaction Byte Analysis. TBA creates a methodology that can be extended to any specie and natural processes where the social construct of cost is replaced by perturbations in energy and materials representing bytes. In this way decision-making processes of our brains can be related to ecological forms of governance identified in pre-modern societies by Ostrom.

Findings:
The paper identifies business firms whose communication, control and decision-making architecture represents what Ostrom describes as "polycentric compound republics". Distributed decision-making introduces simplification of data processing to within human limits. This allows reliably management of complexity as much as desired by increasing the density of networks as illustrated by the human brain. Likewise wicked problems like climate change can be reliably managed by transforming hierarchical institutions to adopt elements of ecological governance. A generic solution is illustrated in a Figure.

Originality/value: Grounding institutional analysis, political science, economics, management and the management of global sustainability in cybernetics and the practices of nature.
Research/ Practical/ Social/ Environment implications: The adoption of ecological elements of governance by firms would represent what the largest asset manager CEO in the world described in 2018 as "A new model of corporate governance" to provide benefits for all their stakeholders. This would allow 180 other CEO's of the US Business Round Table to achieve their 2019 commitment to this objective. This would make firms a common good to spread global common goods such as nurturing the environment, human wellbeing and

countering climate change.

Research limitations:
Action research is required to test how best to introduce elements of ecological governance to institutions in the private, government and non-profit sectors. The immediate limitation is that no known graduate schools provide education in how to become a governance architect to lead implementation action. The biggest challenge is to disseminate this knowledge of how to sustain humanity on the planet.

KEYWORDS: Byte analysis, Climate change, Common good, Complexity, Global governance, Polycentric self-governance

SCHEDULING:

Thursday 7th October, 2021	11:45 - 13:15	VIRTUAL ROOM THU-1	EN

KN-09

How cybernetics explains behavioural Tensegrity and its advantages for organisations

Dr Shann Turnbull, PhD
Education
International Institute for Self-governance
Principal
sturnbull@alumni.harvard.edu

ABSTRACT

Purpose:
This paper explains: the concept of Tensegrity, why it is ubiquitously found in living things, and how the Law of Requisite variety explains: (a) why evolution hardwires social creatures to possess Tensegrity; (b) the advantages of organisations possessing the contrary ~ complementary characteristics of Tensegrity and (c) why self-regulation, self-management and/or self-governance is incompatible with simple hierarchical organisations. Buckminster Fuller (1961) coined the word Tensegrity from "Tensional Integrity" to explain how materials with contrary characteristics allowed geodesic domes to cover the greatest area with the least material. Cell biologist Ingber (2006) described Tensegrity as "The architecture of life". Neuroscientists Kelso & Engstrøm (2006) introduced the tilde "~" notation to indicate the Yin ~ Yang Tensegrity relationships found in our brains.

Methodology:
Transaction Byte Analysis is used to indicate the amount of energy and/or material required to create living things and provide them with the ability to become self-regulating, self-managing and self-governing as individuals and/or in groups.

Findings:
Three testable hypotheses are developed:
(1) Tensegrity creates a requisite variety of instinctive and learned behaviours for livening things to survive their creation and to reproduce in dynamic unknowable complex environments while minimising the material and energy required in their DNA for their creation.
(2) Tensegrity is required in social organisations to provide a requisite variety crosschecking communication and control channels to reliably and comprehensively identify and control internal and/or external risks, threats and opportunities to its existence.
(3) Tensegrity is frustrated, denied and/or excluded in centralised command and controlled hierarchies that become systemically subjected to "Group think" so as to reduce the ability of the organisation to become self-regulating, self-managing and/or self-governing like living things.

Originality:
The paper contributes original insights for biologists and scholars of management and governance. For biologists it explains why the DNA of social creatures hard wires them to possess contrary ~ complementary behaviour like approach ~ avoidance, trust ~ suspicion, cooperation ~ competition and so on. For management and governance scholars it explains why current risk management practices fail.

Implications: The general public and influential educational management institutions find it incomprehensible that any organisations can become self-regulating and self-governing.

However, Ostrom (2009) has identified numerous examples in both modern and pre-modern times. This paper identifies why Ostrom's design principles requires reformatting so they apply to corporations. In this way corporations can be designed to provide benefits for all their stakeholders as wanted by the US Business Round Table (2019). Tax incentives are identified to transform corporations so that they promote the common good locally and globally. This would allow corporations to counter existential risks to the environment and so humanity.

KEYWORDS: Amplifying control, Explaining behaviour, Evolution, Global governance, Governing complexity, Organisational design

SCHEDULING:

Thursday 7th October, 2021	11:45 - 13:15	VIRTUAL ROOM THU-1	EN

KN-10

Critical reflections on contemporary systems practice: implications for scholarship and social impact

Professor Ray Ison
President of IFSR; ASTiP
The Open University, UK

ABSTRACT

The systems, cybernetics (cybersystemics) and complexity fields can be understood in terms of lineages in which practitioners (researchers, scholars, educators, consultants etc) developed their sets of understandings and practices drawing variously on different intellectual traditions. Some lineages evolved institutional (e.g. as science, as consultancy, as praxis) and organisational form (e.g. ISSS; SDS; ASC; HSSS etc) or informed curriculum in both formal and non-formal education. In this talk I take SSM as initially conceived in the early work of Peter Checkland and colleagues and examine how bifurcations have emerged through different translations-in-practice and discourse. The inquiry is designed to highlight practical, conceptual and political considerations for the effective use and institutionalisation of cybersystemic praxis and governing.

KEYWORDS: Systems, Cybernetics, Complexity

SCHEDULING:

Friday 8th October, 2021	10:00 - 11:30	VIRTUAL ROOM FRI-1	EN

KN-11

Systemic wisdom: A systems perspective convening ancient traditions of wisdom

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

ABSTRACT

The South African Ubuntu, the Chinese Tianxia and the Arabic Tamkeen are regarded as ancient and more or less indigenous wisdom traditions. They further an experience-based understanding of oneself in the flow of the world and explicate the practical and moral implications. Some wisdom traditions have come into fashion and explicitly indigenous wisdom is very much sought after. They promise the solutions to the challenges of the Anthropocene in the 21st century.

A critical systemic perspective shall enlighten not only if those wisdom traditions stand the test of time but also how they relate and eventually convene. This inquiry will lead us passing the distinction of knowing and understanding, of knowledge and wisdom. And it will embark on the notion of an experience-based, relationship-oriented co-created process of inquiry, learning, and understanding embedded in epistemic humility trusting our human potential and our humanity realising the existentiality of love.

The re-entry of spirituality and love into science may challenge the contemporary worldviews, however, it resonates with a prevalent unease that science as we know it does not help us to make the world a better place. Systems sciences and cybernetics have proven to overcome the challenges of complexity. Yet, they bear the potential to lead further into the long-forgotten realms of human understanding.

KEYWORDS: Systemic, Wisdom, Spirituality

SCHEDULING:

Friday 8th October, 2021	10:00 - 11:30	VIRTUAL ROOM FRI-1	EN

KN-12

Ecological

Professor Liss C. Werner
Technische Universität Berlin, Germany
xx-xx

ABSTRACT

The notion of ecology seems increasingly relevant for mankind's decision-taking regarding the future of our planet, our Spaceship Earth, as Buckminster Fuller called it in 1967. But what does ecology mean, how can we define ecology in a post-anthropologic, computational, post-digital and increasingly biological and cognitive age? An age with population increase, where energy usage and CO2 emission is invisible, where regulations and media create a conflict between well-being and consumerism, where nature and culture are being replaced by something unknown.

Ecological reflects on the status quo and introduces design strategies originating in the 1960s and 70s for the radical paradigm shift in the late 21st century. From material to data-driven, from linear to living.

SCHEDULING:

Friday 8th October, 2021	11:45 - 13:15	VIRTUAL ROOM FRI-1	EN

KN-13

Critical Back-Casting: Towards a More Ethical Systems Design

Professor Gerald Midgley
Centre for Systems Studies
University of Hull, UK

ABSTRACT

How can we liberate people's creativity so we can move from incremental improvements to more fundamental change? When we design new services, policies or strategies, how can we ensure that the ethics of their impact on marginalized stakeholders is properly considered? This talk will discuss the development and trialling of a methodology and method that addresses both of these questions. It is called 'critical back-casting', and it has been tested in a series of projects, many of which have involved marginalized stakeholders: e.g., children living on the streets, older people in residential care, and people with mental health problems caught in the criminal justice system. Lessons have been learned about what works and what doesn't. The talk will be illustrated with a range of practical examples.

KEYWORDS: Critical thinking, Ethical Systems Design, Creativity

SCHEDULING:

Friday 8th October, 2021	11:45 - 13:15	VIRTUAL ROOM FRI-1	EN

KN-14

Supporting the Creativity and Innovation Strategy in Contemporary Business

Professor Athanasios (Thanos) Kriemadis
Deputy Head of the Department of Management Science and Technology
President of the Innovation and Entrepreneurship Committee
University of Peloponnese, Greece.

ABSTRACT

A critical part of the innovation process is the generation of ideas and creativity is the process that contributes effectively to the generation of these ideas. Creative ideas may come from the company's stakeholders (employees, customers, suppliers, creditors, sponsors, competitors, partners, etc.). Organizations should develop processes and procedures in order to collect, organize, prioritize, pilot testing, evaluate, and finally implement the creative ideas that foster innovation and improve firm's competitiveness. Moreover, the leadership of organizations should establish a management system that includes organizational strategy, structure and systems (a Knowledge Management system, a training and continuous education system, and an evaluation and reward system that support the creativity and innovation strategy of the organization.

The purpose of this presentation is to:
(a) examine the concepts and phases of creativity and innovation in contemporary business,
(b) identify the strategies used in order to manage and continuously improve creativity and innovation,
(c) demonstrate the implementation of a variety of different creative problem-solving techniques which cultivate the creativity and innovation process.

KEYWORDS: Creativity, Innovation, Contemporary Business

SCHEDULING:

Saturday 9th October, 2021	10:00 - 11:30	VIRTUAL ROOM SAT-1	EN

KN-15

How Structured Democratic Dialogue utilizes and capitalizes on the creativity of participating stakeholders

Dr Yiannis-John Laouris
Neuroscientist; Systems engineer; Social, science, and business entrepreneur, a neuroscientist, and a
Lead Scientist of Ekkotek Ltd., Cyprus

ABSTRACT

We will attempt, for the first time, to demonstrate through a point-by point analysis how the application of the Structured Democratic Dialogue (SDD) methodology utilizes the concepts and facilitates creativity that is focused towards solving complex socio-technical problems. For starters, we will demonstrate for example how structuring a problem, limiting speaking time, using electronic tools and electronic communication, developing shared visions, promoting self- and group responsibility, breaking the larger problem into tiny pairwise comparison of factors, and many other features of SDD find actual correlates to the theory and practice of creativity.

The talk will conclude with the presentation of a constructed index capable of assessing and measuring group creativity in the context of SDDs.

KEYWORDS: Creativity, Structured Democratic Dialogue

SCHEDULING:

Saturday 9th October, 2021	10:00 - 11:30	VIRTUAL ROOM SAT-1	EN

KN-16

Systemic Design Thinking as an Intelligent Strategy for Innovation and Business Creativity

Professor Peter Groumpos, Phd
University of Patras, Patra, Greece

ABSTRACT

In this Keynote Paper the great importance of Systemic Design Thinking as an Intelligent Strategy for solving today's many global problems we are facing as citizens is carefully addressed. The uninvited COVID-19 pandemic has added to the world a lot of uncertainty and fuzziness. When you are facing uncertainty and ambiguity, it's essential to have a structured thinking process to guide your journey. Systemic Design Thinking (SY.DE.TH.). offers a structured framework for understanding complexity and pursuing innovation leading to creativity, which I see as being part scientific inquiry and part art. Especially these difficult times. Distinctions Between Design and Design Thinking are highlighted. Design brings together what is desirable from a human point of view with what is technologically feasible and economically viable. It also allows people who aren't trained as designers to use creative tools to address a vast range of challenges. While, Design Thinking draws on logic, imagination, intuition and systemic reasoning to explore the possibilities of what could be and to create desired outcomes that benefit the end user and the whole society. The role of human intelligence in developing SY.DE.TH. is analyzed. SY.DE.TH. is our best tool for sense-making, human-thinking, innovative-making, simplifying complex processes, and improving citizens' experiences! SY.DE.TH. empowers leaders with a framework for addressing complex human-centered challenges and making the best possible wise decisions for the humankind. The driving forces behind SY.DE.TH. are considered and analyzed. The biggest driving force is the accelerated rate of change in business and society caused by advances in technology. New scientific fields are created, especially Artificial Intelligence (AI) and Big Data Driven World (BDDW) which make easier the understanding of the globe's problems. As societies become more software-driven, and the rate of change increases, so does complexity.This keynote paper addresses all the above issues in a systemic and wise way.

KEYWORDS: Systemic Design Thinking, Innovation, Creativity, Big data

SCHEDULING:

Saturday 9th October, 2021	11:45 - 13:15	VIRTUAL ROOM SAT-1	EN

KN-17

Why do we Visualise? The WOW! Effect in Creativity

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ABSTRACT

We, Homo Sapiens, are by gene coding a visual biological species. Vision is by far our most important sense and has thus helped us dominate the planet.

But what does the phrase "Data Visualization" sound like to the uninitiated? "Data" conjures up images of computers and statistical analysis, whereas Visualization is more accessible but vague enough so as to be unclear. One may wonder: Is Data Visualization new, overflowing with cutting-edge tools and technology, or is it as old as human communication itself? Well, Data Visualization may be rooted in ancient times and have a rich history over the last couple of centuries, but the field is transforming in the technological age, and transforming the world along with it. Big Data Analytics and Artificial Intelligence, along with Machine Learning and Deep Learning, have become the major scientific and technological catalysts that have successfully set in commotion a whole world of new, relative applications.

So, we Visualize, because:

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

But despite the fact that the three pillars mentioned above form a more or less expected and straightforward path towards understanding and interpreting data, using them in various everyday applications (ranging from simple sales reports to autonomous car driving to promoting creativity in ideas) is anything but trivial. We will herein work with history, reference examples, and case studies that will help us adopt a recommended Creative Data Visualization process.

KEYWORDS: Creative Data Visualization Process, Business Intelligence, AI - ML - DL, Story-telling

SCHEDULING:

Saturday 9th October, 2021	11:45 - 13:15	VIRTUAL ROOM SAT-1	EN

Workshops

WS-01

21st Century Entrepreneurial Ethics

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ABSTRACT

The workshop analyzes Business Ethics Deontology aspects, Technological Issues Affecting Business Ethics Thinking and Ethical Education Perspectives of the 21st Era. As the importance of business ethics deontology grows, there are specific steps to avoid companies' unethical practices. At the same time, technological issues like I. T. and deep learning must assure the validity of the information used and the decision making by leaders with solid ethical principles. The workshop concludes with present global business ethics practices and the need to apply ethical education.

This workshop relates to the keynote address of this conference specifically analyzing Business Ethics Deontology, Technological Issues Affecting Business Ethics Thinking and Ethical Education Perspectives of the 21st Era. It will be coordinated by John Thanopoulos.

Ethical Education Perspectives of the 21st Era

By Andrew Drivas

Given the realities of previous times and the local business conditions, enterprising had some understanding of ethical perspectives. However, during the last several decades significant changes in business practices produced phenomenal changes. For example, Walmart with sales more than twice the Greek GNP, operates on the grounds of its own ethical governance codes. This section of the workshop elaborates on present global practices of business ethics thinking and furthers its discussion from social differences to the need of incorporating ethical education perspectives from family, to church, to legal, to high school, to university level.

SCHEDULING:

Wednesday 6th October, 2021	14:00 - 15:30	VIRTUAL ROOM WED-2	EN

WS-02

Get Started with Macro Modeling

Professor David Wheat
University of Bergen, Norway
Professor Marianna Oliskevych
Ivan Franko National University of Lviv, Ukraine
Dr. Alina Novik
Senior Lecturer, National University of Kyiv-Mohyla Academy, Ukraine

ABSTRACT

Want to get started with macroeconomic modeling? Or, just curious about what's involved? If you teach economics or do economic research, or if you're an armchair economist who likes to tinker with models, there is something in this workshop for you. You will get a free 30-day version of Stella Architect system dynamics software.

During the workshop, experience modelers and teachers will guide you in building a simple macro model. The template we use is the result of two decades of teaching macroeconomics and monetary policy and, more recently, developing system dynamics models for economic policy analysis in Ukraine.

SCHEDULING:

Wednesday 6th October, 2021	15:45 - 17:15	VIRTUAL ROOM WED-1	EN

WS-03

Let's think creatively, using pictures

Ms Marilena Koliavasili
Project Manager (PMP)®, MS.c. M.Eng.

ABSTRACT

One of the reasons I love project management, is because I can watch the behavior of other people while doing their tasks or cooperating with each other. I don't not consider myself only as a plate spinner or ball juggler, it's not only that; the scope of the project should be accomplished under specific time, cost and quality constraints, however this is not a reason to make people feel bad – you need to respect them and understand their limits. Based on qualities explores in 'The Via institute on Character' and neuro-science, we'll use pictures to explore our creativity depth and find solutions on issues under consideration.

For more info, check here: https://eversthetics.com/2020/11/16/game-about-character-strengths-aesthetic-character-in-business/

SCHEDULING:

Wednesday 6th October, 2021	17:30 - 19:00	VIRTUAL ROOM WED-1	EN

WS-04

Epistemology in architectural design: how data processing affects creativity?

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Laboratoire de modélisations pour l'assistance à l'activité cognitive de conception (MAACC), UMR MAP 3495 CNRS/MC

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Université catholique de Louvain (UCLouvain), Belgium.
Louvain research institute for Landscape, Architecture, Built environment (LAB),
Laboratoire Théorie des systèmes en architecture (tsa-lab)

Sébastien Bourbonnais
Environnements numériques cultures architecturales et urbaines (EVCAU). France.

ABSTRACT

Au croisement de plusieurs points de vue épistémologiques, l'atelier propose d'éclairer les processus de conception architecturale à partir des détours cognitifs, symboliques et linguistiques opérés, consciemment ou non, par les concepteurs de projets d'architecture.

D'une carence référentielle dans le programme de conception architecturale

By Louis Vitalis

En s'intéressant à la notion de référence, il s'agit d'introduire des considérations linguistiques dans le travail de modélisation du processus de conception architecturale. La conception architecturale est une activité spécifique notamment parce qu'elle a affaire à un réel qui n'est pas déjà donné comme l'a montré Philippe Boudon. De ce point de vue la conception entretien un rapport au réel qui peut être considéré comme inverse à celui de la science. Mais faire référence c'est se donner quelque chose, une réalité, par rapport à quoi concevoir. C'est une opération clé de la conception des architectes, mais qui appartient aussi à la commande qui élabore un programme donnant des conditions plus ou moins stimulantes au projet. L'analogie du programme de conception proposée par Herbert A. Simon permet d'interroger l'activité cognitive. Elle pose notamment la question des données. Le sous-programme de conception consistant à faire référence, incarne donc un cas particulier de la formule de Gaston Bachelard « rien n'est donné, tout est construit ». Mais l'analyse des énoncés de concepteurs fait ressortir une carence qui traverse la référence et est propre à la situation de conception. Ce manque peut être compris comme un ressort de la créativité architecturale opérant à différents niveaux. Que la référence se fasse opérande, qu'elle serve de modèle, qu'elle indexe un champ sémantique, ou qu'elle pointe vers un référent inexistant… c'est une absence motrice qui incline — faiblement ou fortement — le plan du processus de conception entre le connu et l'inconnu.

L'irrationnalité créative en conception architecturale

By Louis Roobaert

La conception architecturale dépend de la compréhension du monde des concepteurs qui la pensent. Un processus de conception est modélisable avec un point de vue cognitiviste comme un système dynamique de captation de data et de traitement d'information dont les éléments d'entrée émanent du réel et les éléments sortants agissent dans le réel. Au sein du processus, les flux de data et d'information créent une boucle de rétroaction qualifiant le processus de conception de cyclique. Il modifie, à la fois la vision du réel des acteurs du projet, et le réel lui-même. D'un côté, les intrants (inputs) proviennent de la captation et du transfert de data au cours duquel chacun expérimente son rapport au réel. De l'autre, les extrants du système (outputs), produit des raisonnements et de la captation de data. Les concepteurs utilisent des raisonnements en apparence rationnels dans un souci d'objectivation de leur pratique cognitive. Mais l'extraction de data est partisane et génère inconsciemment de l'irrationalité conduisant à des associations créatives basées sur la sensibilité du concepteur. Les stratégies cognitives appliquées sur cette matière première extraite du réel permettent aux concepteurs de prendre des décisions en vue de l'élaboration d'un projet d'architecture. Au moins trois types de raisonnement sont distinguables en conception architecturale : l'heuristique – intuitive, basée sur l'expérience – ; l'algorithmique – procédurale, basée sur des méthodes logiques – ; la métacognition –réflexive, basée sur la représentation globale du problème. L'heuristique, stratégie privilégiée, car produit de l'évolution humaine, peut mener à des distorsions du réel. Appelées biais cognitifs, elles conduisent à des prises de décision irrationnelles projetant les concepteurs dans des situations inédites qui stimulent pleinement leur créativité. À une époque où les effets de l'ère digitale, tels que l'externalisation de nos routines mentales par les intelligences artificielles, font apparaître, évoluer ou disparaître de nombreuses professions, cette contribution explore une des raisons pour laquelle les technologies ne pourront pas remplacer les architectes : la créativité irrationnelle.

Données fabriquées et fabrication des données : Reconfiguration des processus de conception architecturale ?

By Sébastien Bourbonnais

Depuis plus d'une dizaine d'années les architectes peuvent avoir accès à une panoplie d'instruments numériques puissants qui leur permettent d'intégrer dans leur processus de conception des données de nature différente. En se référant à la notion de « phénoménotechnique » élaborée par le philosophe Gaston Bachelard, il est clair que les données recueillies sont construites et non seulement données ; les phénomènes apparaissent au travers d'un équipement technologique complexe. Nous pouvons d'ailleurs observer chez les architectes différents usages de ces données. Nous en présenterons deux au travers de la pratique de l'équipe multidisciplinaire constituée autour de l'architecte Achim Menges, à l'université de Stuttgart. D'un côté, des microscopes très puissants ont permis de découvrir chez certains insectes des structurations innovantes de la matière et, par transposition, les architectes ont appliqué ce renouveau de la perception de la nature à leurs procédés constructifs. Si nous pouvons retrouver le concept bachelardien sans trop de distorsion, notre intérêt ici n'est pas tellement de comprendre le renouvellement de ce savoir scientifique, mais de chercher à comprendre comment les architectes s'approprient ces données scientifiques ? Comment les combinent-ils avec d'autres types de savoir ? Comment les intègrent-ils à leurs discours ? D'un autre côté, les architectes eux-mêmes emploient et déploient un équipement technologique complexe dans leur activité de conception et de fabrication. Ne serait-il pas possible de chercher à comprendre, de manière beaucoup plus hypothétique, dans quelle mesure leurs instruments de conception

(avec leurs algorithmes complexes) pourraient-ils être analysés de manière à saisir leur construction et leurs implications sur les pratiques ? Cela voudrait dire que l'équipement technologique ne serait pas ici considéré comme les instruments que décrit Bachelard, capables d'offrir une perception renouvelée des phénomènes de la nature mais, de manière analogique, capables d'offrir une perception des processus cognitifs liés à l'activité de conception. En d'autres termes, est-ce que l'analyse des instruments eux-mêmes ne pourrait-elle pas affiner notre compréhension de la conception?

SCHEDULING:

Thursday 7th October, 2021	13:30 - 15:00	VIRTUAL ROOM THU-1	EN

WS-05

Design thinking, Creativity and Innovation for entrepreneurial success

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ABSTRACT

Developing an innovative company

By Athanasios Kriemadis, , Professor of Strategic Planning

Several authors and management experts argue that continuous innovation can help a company sustain its competitive advantage and attain better organizational performance. An innovative company encourages and supports innovation at the individual level as well as the organizational level. At the individual level, innovation is actually a personal effort including continuous learning, experimentation, risk taking and a sense of curiosity about everything. At the organizational level, leadership should develop and promote the innovation process in the company, establish a measurement system and provide a recognition scheme and rewards for innovation (McCarty et al., 2004). An innovative company incorporates the following factors: (a) Leadership and Strategy: leadership has a clear vision and strategy for innovation and support mechanisms such as technology, financial assistance and a measurement system for innovative actions; (b) Organizational culture: the innovative company's culture is based on creativity and risk-taking as well as on knowledge creation and knowledge sharing for developing new ideas and promoting innovation; (c) Organizational Structure: the innovative company's structure is based on decentralization, teamwork and horizontal communication; (d) Human resource management: an innovative company concentrates on training and motivating employees for developing skills relevant to creativity and innovation management, and rewarding and recognizing employees (Chutivongse and Gerdsri (2020).

The Crowd-* Factor in Innovation

By Costas Vassilakis, Professor of Information Systems

Traditional innovation models based on the efforts of organizations to incept new ideas, and subsequently design and realize relevant products or processes. In these models, design and realization are conducted within the organization and funded by it, while idea inception is typically carried out either within the organization or by individuals outside the organization, which subsequently offer it to the organization under some IPR licensing agreement. In the new era however, new potentials emerge: the inception and design phases can be carried out by gathering the intelligence of multiple otherwise unrelated individuals, through a crowdsourced innovation process. Project realization can be conducted through crowdworking, and the necessary funds can be gathered using crowdfunding. In this presentation, we explore the different crowd-* underpinnings to the innovation process, discussing their merits and potential pitfalls.

The importance of cognitive skills for future corporation executives

By Dimitris Spiliotopoulos, Assistant Professor

The social nature of negotiation between humans, as an interaction process, maps into the need for metacognitive skill training. This is apparent in any given social, educational and business exchange (interaction) which requires knowledge (awareness), consideration (reflection) and control (regulation) over ones' objectives in a way that directly relates to successful task performance and decision-making improvement. In cases when humans do perform well, they (a) are more likely to indicate higher levels of self-efficacy (i.e., the positive motivational attitude of accomplishing challenging tasks), (b) differentiate and self-regulate their learning approach for subsequent activity and vice versa (i.e., self-regulation), (c) seem to practice their skill to use logical reasoning for problem-solving and communicate successfully with others to evaluate the relevant context (i.e., interpersonal and problem-solving skills), (d) are oriented toward adopting mastery-as-a-goal in their choices (i.e., mastery goal motivational disposition) and choose assignments that adhere to inspiring and advocate additional training and learning ones. In taking an active social presence role when relating to others, facilitating rapport and fostering cooperation and coordination, they are expected to benefit from activities to engage with the community by proactively assisting others (i.e., civic action) and exhibit positive reactions towards the deployment of changes (i.e., readiness to change). This presentation details how cognition and metacognition skills may benefit all active citizens, including business executives and government officials, and how those skills can be trained and evaluated.

Boost your business success with personalisation

By Dionisis Margaris, Assistant Professor

The success of a business is based, to a large extent, on how easily it can retain its existing customers, as well as attract new customers online. However, the information available on the internet is chaotic, so the business itself must ensure that the intended message "reaches" its potential customers. In this direction, businesses can adopt and make use of the extensive research that has been done in the field of personalization, since, the more personalization techniques they adopt and use, the more appealing to their clients they seem to be. In this presentation, the basic principles of personalization will be presented, as well as the current trends and techniques of this research field.

SCHEDULING:

Thursday 7th October, 2021	13:30 - 15:00	VIRTUAL ROOM THU-2	GR

WS-06

The Labyrinth Game with Logosofia

Alexander "Alecos" Christakis, Ph.D.
21st. Century Agoras, Greece & USA
Jeff Diedrich, M.A.
21st. Century Agoras & Michigan Department of Education, USA

ABSTRACT

This game is based on identifying requirements for escaping the Labyrinth of implementing authentic and inclusive deliberative democracy. The players respond to a Triggering Question asking them to identify requirements for designing an escape. By employing the Logosofia platform of Structured Dialogic Design (SDD), the participants at the conference will experience an example of a simulation for discovering a strategy for escape, by constructing a map displaying the systemic linkages among a set of twelve requirements, as proposed by the two authors.

SCHEDULING:

Thursday 7th October, 2021	15:30 - 17:00	VIRTUAL ROOM THU-1	EN

WS-07

Systemic Entrepreneur for Small Units

Prokopis Fousas
Entrepreneur
Business of Success SA, Greece

ABSTRACT

This workshop will be based on companies that consist of until 10 people. (88% of Greek companies have from 1 to 10 people, which contribute significantly to the productivity and the economy of the country. The administrative structures of large companies are different. We will consider that a machine with 12 gears is metaphorically like a company having 12 areas of operation and belonging to the category of companies that have until ten employees. The entrepreneur of this company ought to deal with the areas of operation himself, for example the designing of the business plan, since he does not actually have an expert to do it. Before I start highlighting the areas of operation I would like to refer that for aspects like accounting, computerization, engineering, advertising, economics, law and market research, entrepreneurs should cooperate with an expert. Some ideas and experiences will be presented, combined with theory, which will be short and applicable, without engaging in abstract paths.

Operation areas of a small business that will be developed:
1. Business strategy,
2. Business plan,
3. Product /service,
4. Pricing,
5. Communications in entrepreneurship,
6. Sales / Negotiations,
7. Public relations of companies,
8. Customer service and complaint handling,
9. Business money management,
10. Business management with the method of objectives,
11. Human Resource Management,
12. Business organization of entrepreneur and executives.

At the end we will mention 16 critical points for business efficiency.

SCHEDULING:

Thursday 7th October, 2021	15:30 - 17:00	VIRTUAL ROOM THU-2	GR

WS-08

Global Business Ethics and Corporate Governance: A systemic perspective

Dr. Ioannis (John) Thanopoulos
Professor of International Business, and Dean, Business and Economics, IST
Emeritus Professor, University of Piraeus, Past Professor, University of Akron, Ohio
World Education Congress Best IB Professor (2012)

Dr. Nikolaos Papazoglou
University of Piraeus, Greece

Ms Katerina Paschalidou
Lawyer, MSc, PhD(c)
Democritus University of Thrace, Greece
GR

ABSTRACT

By Prof. Ioannis (John) Thanopoulos

During the last decades, there was need for transparency, fairness and accountability in business. Thus, the concept of corporate governance arose to cover such needs. However, different legal, cultural, political, economic and social environments led to a different approach of the issue. The presentation is part of an effort that studies the comparative analysis of the corporate governance of the firms among various advanced economies. Additionally, by analyzing the "stakeholder" corporate governance theory, we will capitalize on the business ethics' impact on stakeholders. Real-life business cases demonstrate that a systems approach of ethical organizational culture can be a key factor regarding effective operation through moral decision-making, mainly by exploring whether ethical values are generalizable across organizations and whether there is achieved a universal framework for ethical organization culture. The institutionalization of strong ethical values may result in several competitive advantages, including higher levels of efficiency in operations, better financial performance and also allows each organization to approach holistically its stakeholders' demands. Finally, new trends will be demonstrated concluding in the possible convergence or divergence of Business Ethics across the globe. Are we entering an era of "Business Ethics' Globalization", or Corporate Governance is meant to be morally adjusted to limited national or international reality levels?

Does corporate governance Head towards convergence or divergence?

By Dr. Nikolaos Papazoglou

A series of economic scandals world-widely led the authorities to legislate corporate governance principles that firms should adopt and apply. However, as every system incorporates its unique characteristics, each country has set dissimilar corporate governance standards according to its legal, cultural, political, economic and social environment. Firms in advanced economies led the way not only to adopt these principles but also to evolve them according to their needs. Even though it is reasonable to find different corporate governance codes from firms among the continents and levels of development, but it is shown that there are significant differences even among firms from advanced countries in the same continent. Nevertheless, the question remains about the convergence or not of the corporate governance codes as there is no explicit answer.

Managing Business Ethics: Why be ethical?

By Katerina Paschalidou, Lawyer, MSc, PhD(c)

More questions than answers are rising with the inquiry of Business Ethics. Is morality a matter of individual choice? Is it culturally determined? Is the claim defensible that there is a universal morality, applicable to all people and all times? A multitude of factors influence ethical behavior. However, when it comes to corporate governance, ethical values communicated by a key member of a company, affect the company's overall culture, including many important activities and relationships, such as personnel policies, competitive strategies, corporate social responsibility (CSR) and forming the relationship with multiple stakeholders. Ethical culture is considered to have a significant organizational influence on individuals' ethical awareness, judgment, and action, along with the individual differences and other influences. Investigating the relationship between organizational ethics, business ethics, and social responsibility may provide insightful conclusions, crucial for corporate governance. While good and ethical governance is already proven to be financially rewarding, "ethical systems design" is already in the market with many providers offering management systems as a service. So, are we a step closer to the institutionalization of ethical business values?

SCHEDULING:

Thursday 7th October, 2021	17:15 - 19:00	VIRTUAL ROOM THU-1	EN

WS-09

Harnessing "models' of excellence" generative thinking patterns

Dr. Alexandra Efthimiadou
Founder of NLPGreece, Greece

ABSTRACT

Walt Disney's ability to take something from imagination, engineer it and turn it to a concrete expression, that has been creatively and positively impacting peoples' experience until nowadays, encapsulates a fundamental process of ingenuity. His innovative approach would employ a systemic flow of thinking and organizing information around generating, synthesizing, refining a successful outcome. His approach manifested a creative strategic thinking model.
Modelling, being the foundation tool of Neuro Linguistic Programming, makes it possible to map successful thinking strategies of people with special talents like Walt Disney. The system of NLP explores initially sophisticated approaches and demonstrates into simplified steps the sequence of such peoples' mindset in order to design, organize, perform and excel in ventures.
The basic premise is "patterns of generativity& success can be modeled and recreated".

The modelling methodology combines :

(a) an analysis approach for depicting what strategies people use, what is the difference that makes the difference in excelling
(b) a step by step synthesis approach to process and recreate the states, mindsets& behaviors that contribute to exceptional outcomes and results.

The scope of the presentation is to examine success factors on models' of excellence thinking processes, discuss processes, critical phases& steps that account for high performance and framework key transformational concepts for entrepreneurial plans connected to own vision, mission, values and strategies.

SCHEDULING:

Thursday 7th October, 2021	17:15 - 19:00	VIRTUAL ROOM THU-2	GR

WS-10

Streamlining the operational processes of a public sector organization through standardization and the application of the systems approach: The Case of the Hellenic Court of Audit

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ABSTRACT

Public and private organizations operate on the complexities of an interconnected economic ecosystem that changes frequently due to social – cultural, legal, economic, political, environmental ethical, demographic and technological forces. This fact highlights the important role of public sector auditing. According to ISSAI100, public sector auditing can be described as a systematic process of objectively obtaining and evaluating evidence to determine whether information or actual conditions correspond with established criteria. In general, it is a key preventing measure to arrest financial mismanagement and helps to create the conditions and to reinforce the expectation that public sector entities and public servants will perform their functions effectively, efficiently, ethically and in accordance with laws and regulations. It is conducted in the dynamic environment, where governments and other public sector entities are the parties responsible for resources raised from taxpayers and other sources for the use in the provision of services to citizens and other service recipients. In this dynamic environment where ambiguity and uncertainty abound, governments and other public sector entities are accountable for their management and performance and their use of resources to those that provide them with the resources and those that depend on them to use the resources to deliver necessary services, including citizens. Public sector auditing is essential in providing information and independent and objective assessments of the stewardship and performance of government policies, programmes or operations, to legislatures, oversight bodies, those charged with governance and the public.

In Greece public sector auditing is being conducted by the Court of Audit of the Hellenic Republic (HCA), which is a member of the International Organization of the Supreme Audit Institutions (INTOSAI) and is the independent external auditor for the Greek State and responsible for the oversight of the country's sound Public Financial Management (PFM). Given the complexity that is embedded in the Greek financial environment, HCA, as an open social system that functions in a continuously evolving business context, must determine the external and internal issues that are relevant to its purpose and its strategic direction, and continually align its governance and management models, in a manner that reflects the diversity of this context. In order to respond effectively to the complexity in its environment and to contribute to the economic and/or societal ecosystem of which it is an integral part, HCA needs to carry out its activities making use of innovative management practices and tools that reinforce its capacity to continually improve its key and enabling processes, and its ability to align its practices to both national and European benchmarks.
The above can be accomplished through the implementation of a structured Quality Management System (QMS) that is designed consistent with the requirements of the ISO 9001:2015 and ISO/IEC 17020:2012 international standards, and ISSAI 40 and ISSAI 1220. The QMS will serve as the organization's Internal Rules of Procedure, which will provide a coherent structure through which the HCA will control its key and enabling

processes in a manner that assures conformance to legal and regulatory requirements and ensures the organization's uninterrupted capacity to meet stakeholder expectations. The QMS will afford the HCA the operational agility to respond effectively to the complexity in its environment and to contribute to the economic and /or societal ecosystem of which it is an integral part.

This work will describe the context in which the HCA carries out its activities, and will explore the means through which the organization can apply a systems approach to its structure, function and management paradigm for the purpose of reinforcing its strategic, operational, and tactical capacity.

KEYWORDS: Key words: Public Sector Auditing, Quality Management System (QMS), Systems Approach, ISSAI100

SCHEDULING:

Friday 8th October, 2021	15:30 - 17:00	VIRTUAL ROOM FRI-1	GR

WS-11

Modelling maritime transport disruptions and supply chain performance for decision making using systems dynamics

Dr Irene Ramfou, Phd
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ABSTRACT

Maritime transport is the backbone of global trade as more than four-fifths of world freight trade volume is carried by sea. There is a strong correlation between global GDP and seaborne trade echoing the derived demand for maritime transport. Freight transport by sea is an integral part of every supply chain and acts as the glue that binds together the supply and demand of goods, enabling the sourcing of raw materials and products required for the production of goods under material requirement plans, the inventory management decisions, and the distribution of final goods to customers and end-users.

Raw materials are mainly transported via bulk carriers with specific types of vessels depending on their nature and special transport requirements, flexible routes, and freights influenced by supply and demand whereas finished goods are mainly transported via liner shipping with predefined routes, fixed schedules, and published tariffs.

It is evident that any interruption in the flow of goods between two or more echelons of a supply chain may therefore lead to an unanticipated shutdown of production, inventory shortages, and finally failure to meet customer requirements challenging the financial performance of the supply chain. Recent incidents of disruptions in maritime transport and the resulting delays in trade have triggered discussions about global consequences since supply chains have a global character comprising of companies at different locations, with different strategies and decision-making processes end of course global customers who call for short and reliable order fulfillment cycles. The rise of electronic commerce has further intensified the need for global and reliable transportation of goods. Supply chain disruptions can be costly and decision-makers need to decipher how a disruption propagate through the supply chain and impacts not only the companies that are directly affected by the interruption of the goods movement but the whole supply chain in order to react on time and develop appropriate strategies for ameliorating its impact and achieving resilience.

This paper aims to develop a generic model that will allow decision-makers to fathom the effect of maritime transport disruptions on supply chain performance based on systems thinking. Supply chains are systems with complex structures comprising of many parts and interconnections that are mainly non-linear and form feedback loops facilitating a dynamic system behavior. To comprehend this behavior, the structure of the system will be carefully mapped using conceptual models and algorithms stemming from the theory and practice of maritime economics, logistics and supply chain management, and performance management. Using system dynamics, the structure of a traditional 4-echelon supply chain consisting of a supplier, producer, wholesaler, and retailer will be modeled using stocks and flows of goods and information, variables, delays, and decisions processes. The simulation of the model with the use of financial and non-financial performance indicators will allow

the decision-maker to rehearse alternative cases of maritime transport disruptions, identify their impact and, devise strategies to mitigate the risks and produce desired effects.

KEYWORDS: Maritime transport, supply chain performance, systems thinking, system dynamics

SCHEDULING:

Friday 8th October, 2021	15:30 - 17:00	VIRTUAL ROOM FRI-1	GR

WS-12

Which US uncertainty index is more informative during the global pandemic for G7 stock markets?

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ABSTRACT

The World Health Organization (WHO) declared the outbreak of COVID-19 on March 11, 2020. The COVID-19 pandemic caused considerable losses to the global economy and the financial system. Motivated by the severity of COVID-19, in this paper we investigate the predictability of five US uncertainty indices to the G7 stock market volatility during the global pandemic COVID-19. We concentrate on G7 stock markets since they have the highest market capitalizations and therefore they were severely affected from the COVID-19 outbreak. The uncertainty indices used in this paper are the Economic Policy Uncertainty (EPU), the VIX, Scotti's (2016) uncertainty index (UNC), the Equity Market Volatility (EMV), and the Infectious Disease Equity Market Volatility (IDEMV) index. Although a number of papers investigate the predictability of IDEMV index under a volatility forecasting framework (i.e. Bouri et al., 2020; Li et al., 2020; Zhang and Hamori, 2021; Bai et al., 2021), there is no other study that examines such a big number of uncertainty indices during the global pandemic and to the G7 stock markets.
The purpose of this paper is twofold. First, we examine the impact and the predictability of five US uncertainty indices on G7 stock markets during the global pandemic by extending the basic Heterogeneous Autoregressive model of Realized Volatility (HAR-RV) by incorporating each one of them. To the best of our knowledge there is no other study that examines all these indices in the context of G7 stock market volatility. Second, apart from the statistical gains we add to the literature through the examination of potential risk management and portfolio gains. The out-of-sample analysis suggests that either the HAR-RV-VIX or the HAR-RV-ALL model is more informative for all stock markets with the exception of US under a statistical and a risk management framework. Taking into consideration a portfolio exercise, we find that the IDEMV index is more profitable only for the S&P500 index.

KEYWORDS: volatility forecasting, statistical evaluation, economic evaluation, uncertainty indexes, global pandemic, G7

SCHEDULING:

Friday 8th October, 2021	15:30 - 17:00	VIRTUAL ROOM FRI-1	GR

WS-13

Employee involvement and participation as a function of Labor Relations and Human Resource Management: Evidence from Greek subsidiaries of multinational companies in the pharmaceutical industry

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ABSTRACT

Employee involvement and participation is a variety of management forms and practices that could be examined as levels, types, forms, initiatives and could be seen as a feature of Human Resources Management and Labor Relations. Through employee participation employees are allowed to share their experience, ideas, make suggestions and achieve goals. Unfortunately, over the last years, research gives insufficient attention on how the HR department handles labor relationships in multinational Organizations and how employee involvement and participation practices can affect employee attitudes, behaviors, and the Organization as a whole. This study aims to examine and explore the role of HR departments in managing employee relations in multinational subsidiaries in Greece and the benefits, opportunities, costs and threats of employee involvement and participation perceived from both management and employee side. Issues on employee participation are examined as a function of labor relations and Human Resource Management in multinational companies with a subsidiary in Greece that are active in the pharmaceutical industry, and in which exists a form of European Works Council. More specifically, the issues investigated are the participation practices and in particular the forms of direct and indirect participation, the factors that affect employee participation as well as barriers that hinder the development of participation practices, the connection between employee participation practices and the employment relationship strategy to the business strategy and the strategy applied by the HR department, the perceived results of employee participation in terms of organizational commitment, organizational engagement, employee motivation, empowerment, trust and justice, the perceived results of the employee participation at organizational level and in particular the perceived benefits and opportunities, costs and threats, efficiency and added value and the link of employee participation to organizational learning. The main research method is case study analysis. The sample consists of 6 case studies and 21 semi-structured interviews are conducted with management executives, human resource management executives, European Works Councils members and union representatives. The selected Organizations participating in the case studies are active in the pharmaceutical industry and fall within the scope of Directive 2009/38/EC/16.5.2009 on the right of employees to information and consultation at Community-scale companies and groups of companies. The main findings of the study are that there are common places but also differences for the actors of labor relations. European Union policy seeks to promote employee participation in the member states on the basis of the twin concepts of industrial democracy and economic competitiveness. Increasing employee participation is a long-term process, which requires both management attention and initiatives on the part of employees. Professionals in the field of Human Resource Management need to engage and assist in academic research and even provide

resources for the study of participation, so that the ideas can be fed back and used. Through their collaboration, employees, trade unions and employers can develop mutual benefits and also human resource professionals and academics could provide even more benefits to all parties.

KEYWORDS: employee participation, human resources management, labor relations, European Works Councils

SCHEDULING:

Friday 8th October, 2021	15:30 - 17:00	VIRTUAL ROOM FRI-1	GR

WS-14

Organicity: the "COSMOPOLIS" Project, for Individual and Collective Growth, using Systemic Pythagorean and Christian Methodologies

Mr Kyriakos Kokkinos
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ABSTRACT

The idea of ORGANICITY offers a complete paradigm shift in our ways of organizing and guiding the advancement of humanity, both on an individual and a collective level.

· Put simply it states that a person must reach a higher level of self-awareness, by the attunement and utilization of their components, in order to fulfill their purpose. By analogy, all human collective Organizations (families, cities, nations and by extension humanity, as the wider Collective Organization) should follow the same organizing principles as an individual organism, constituting a kind of superorganism.

· The goal of this workshop is to flesh out the idea of Organicity implemented on the case study of the Cosmopolis Organicity Movement, by applying systemic methodologies, originating from Pythagorean and Christian tradition.

SCHEDULING:

Friday 8th October, 2021	17:15 - 19:00	VIRTUAL ROOM FRI-2	GR

WS-15

Prospective imagination: art-science to bring about an Economía AMABLE

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ABSTRACT

The delicate challenges humanity navigates demand a profound cultural innovation. Expanding consciousness of the intricate interdependence within the wider complex system our species participates in is essential. Advancing in that direction will foster comprehension, compassion and love in an increasing number of individuals, which in turn will facilitate legal, financial, economic and political worldwide reconfigurations building the collective capacities to provide conditions for a fully sustainable world. That would bring about a creative, innovative, learning society, along with an Economía AMABLE, an economy kind to people and to nature. Note that the Spanish word "amable" comes from the Latin amabilitas, which means conducive to love. In other words: an economy built on feminine values.

This workshop's design is inspired by the Banathy Conversations: presentations, sharing and gathering of insights promoting a "we" experience while exploring key components of an Economía AMABLE, including a short reference to the notion of levels of reality and perception by Basarab Nicolescu, and some features of "El mundo de NAVIS UTOPIA" (The World of NAVIS UTOPIA"): an installation presenting a scenario in which the most delicate challenges humanity faces today don't exist anymore. It describes a thriving society in which a joyful vitality on the individual level and a joyful longevity on the collective level are in place along with an inclusive life-sustaining Economía AMABLE. Being very similar to the world we live in, it is very different from it (since the key systemic drivers are different). It shows that a desirable world is within reach by acknowledging and cultivating those seeds through a learning-tuning process that would bring about more promising realities: so it is thought as a tool to promote comprehension and transformation. A piece of poetry will nurture us as well in this journey, enriching our perspectives from another angle.

SCHEDULING:

Friday 8th October, 2021	17:15 - 19:00	VIRTUAL ROOM FRI-3	EN

WS-16

Design Thinking for Start-Ups

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ABSTRACT

TMultiple parts are involved in building start-ups from problem identification to addressing a need and figuring out logistics and support. The life of a start-up is not straightforward, however, there are some common milestones and patterns from birth to growth that entrepreneurs need to be aware of. This workshop on design thinking for start-ups will illustrate some key points and parameters that contribute to the future success or failure of a start-up.

The workshop will focus on healthcare start-ups with the learnings being applicable to other market sectors too.

Participants will gather insights on
1) what is the lifecycle of a healthcare start-up – involved parts, milestones and stakeholders;
2) how to define the problem, understand the market and provide a solution;
3) how to build a solid team for a successful start-up journey;
4) what are the sources of funding and how to think about investments in a start-up;
5) how can the network and other stakeholders support a start-up.

By the end of the workshop, the aim is for participants to feel empowered, excited and confident on how to build a start-up.

SCHEDULING:

Saturday 9th October, 2021	13:30 - 15:00	VIRTUAL ROOM SAT-1	EN

WS-17

Financial and other applications of Blockchain Technologies

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ABSTRACT

The past two (2) years with the coronavirus crisis, modern society has faced huge changes. New modern ways of teaching established, new channels (on the supply chain) developed in order to serve the increased needs of people in essential goods. Transportation companies, sprouted like mushrooms as the existing ones couldn't cope with the amount of product which was increased daily. At the same time, we noticed a decrease on the need for liquid fuels, as many flight departures were cancelled or were forbitten, but on the other hand the need for electricity was increased as every employee, all over the world, was working from home using their personal computers.

Many new assets converted into cryptocurrencies so as to be used as a new way of payment, new tools were developed for raising funds and many computer users started to invest on cryptocurrencies and few of them became miners on Decentralized networks. This might have been the main reason for the absurd increase on the price of graphic card units (PSU), but on the other hand also consisted a motivating power for the development of Decentralized Finance (DeFi). So, all the above are proof that the form of the external environment of Organizations & Companies, as we knew it, has changed and those changes happened with the speed of light.

On this Workshop, the speakers are going to present you with some applications of the Blockchain Technologies that have already been developed in order: (1) to face those changes, (2) to serve the new needs, (3) to ensure the viability of the Organizations & Companies in their new environment and finally (4) to create new opportunities for further development.

An Ethereum Blockchain Decentralized application for Vote Centers

By Mr Lymperis Alexios

Blockchain and its applications have promising results and they have drawn the attention of the tech industry and investors. The Blockchain platform itself and the concept of Decentralized applications will help to improve, refine and reform of unresolved solutions in order to ameliorate services and make new opportunities for developers.This Decentralized Application (commonly known as dApp) can replace the current program and system the elections work with, and the electoral commission of every vote center will now register the votes they have collected in this new dApp. Anyone in the world can access the dApp and watch the elections live and see every vote that is being register, without of course having the permission to configure the application. The specific dApp is built to run in the Ethereum Blockchain and for its implementation we used the programming language Solidity for the application's Smart Contract, the web3 API which is a collection of libraries that allow you to interact with a local or remote Ethereum node using HTTP, IPC or WebSocket and the Truffle which is a development environment, testing framework and asset pipeline for blockchains using the Ethereum Virtual Machine.

Proposal for a new Blockchain application, which will ensure the Integrity of the available products and will protect the customers from possible frauds

By Mr Nikolaos Zoannos

Nowadays many platforms are available for buying products online. Such platforms are AliExpress, Alibaba, Dhgate, Banggood, and many other. In Greece, a similar platform is called "Skroutz". But, right at this point a reasonable question arises: "How did those platforms succeed to manage the huge number of orders during the coronavirus pandemic?" In order to answer this question, we must start thinking in a different way, and that way is "Systemic Thinking". The main reason is that we have to examine many variables which contributed to the situation created over the last two years. More specifically, if we examine the amount of complains that were filed during this time of period and if we focus on the reason why those complains were made, we will trace that the delays in the delivery time of products and the condition of the products in which they arrived on their final destination were the main reasons for creating unsatisfied customers. Some other reasons were: (1) the products that arrived to the customers weren't the same as the ones they have ordered, (2) the products' price which had skyrocketed due to high demand and (3) in some cases the problems regarding the warranty of those products. We will examine in more detail the reasons concerning the warranty because you will find out that many Companies/sellers in order to cope with the growing demand they were forced to proceed with their own imports, which led in many problems regarding the products' warranty. For example, a product which was imported from the official representative of the country had two (2) years of warranty according to the rules of Europe. In contrary, a product, which had been imported directly from the seller, in some cases had one (1) year of warranty and in some other cases it had two (2) years of warranty (the first year was by the official representative of the country and the second one by the seller). So, the main purpose of our session is to present a feasible application using the Blockchain Technologies, in which each Greek Company/seller is going to save data (on Blocks) regarding their supplier, the country in which the product was manufactured, the storage conditions of the product (temperature, humidity etc.) and information about its import in our country. Thus, each buyer will be able to examine whether the product he/she has received is original or not, whether the product was intentionally falsified at some stage of its transfer and finally if this product will be covered by the warranty in case of any malfunction or damage.

Fundraising methods based on Blockchain

By Mr Panagiotis Georgitseas

Initial Coin Offerings (ICOs) are an innovative way to raise capital, based on the blockchain technology. ICOs allow fundraisers to raise capital directly from the public, at a global scale, with no transaction costs, and following a relatively easy process. These ICO features have resulted in tremendously fast and high-valued fundraising, where millions of dollars can be raised in a few hours' time. This session will discuss how fund raising is performed in the crypto markets, the main ICOs features, the main steps of conducting an ICO, and the role of the issued tokens. Particular attention is given to the role of the white paper, as the one key document where all ICO details come together and are synthesized. Finally, in this session we will briefly discuss the similarities and differences between ICOs and the closest alternatives in the traditional markets, as also the evolution of ICOs nowadays.

Blockchain Applications: Decentralized Finance (DeFi)

By Dr Nikolaos Daskalakis

The links between technology and finance have gradually become very strong over the last decades. New technological advancements constantly interact with the world of finance, which gradually adopt them in the services they offer. This interdependence of technology and finance has led to the modern concept of FinTech. So far, all technological innovations have been implemented within the existing financial system, which is based on centralized systems that always require an intermediary to operate. Decentralized Finance (DeFi) is considered as the latest technological advancement that disrupts the way the traditional financial system works. It questions the very architecture and technological foundations of the financial system, proposing a new way of doing (financial) business. DeFi refers to a financial ecosystem, built on blockchain technology, that offers financial services, excluding intermediaries. This session will briefly discuss how DeFi works and how it has evolved to date, via presenting specific examples of applications such as the decentralized exchanges and decentralized lending and borrowing.

SCHEDULING:

Saturday 9th October, 2021	13:30 - 15:00	VIRTUAL ROOM SAT-2	GR

WS-18

Introduction to Business Process Management and Business Process Simulation Modeling

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ABSTRACT

Business Process Management (BPM) is the discipline of overseeing how works are performed in an organisation to ensure the consistency of outcomes and explore improvement opportunities. The main benefit of applying BPM in an organisation is transparency which reveals how it operates and produces value for its customers. Internal and external integration, quality and efficiency in production, and agility and compliance capability for the organisation are consequent benefits of BPM.

BPM is a continuous process for an organisation that aims to continuously improve its performance and adapt to changes in the environment. The main phase in BPM is to identify the organisation's processes, prioritise them, and start a cycle of understanding, analysing, redesign, implement, and monitoring each critical process. Although the concept of the process is intuitively related to repetitive operations, it is also applied in project management since whatever is produced by humans is the result of a process. Thus, BPM concerns both operations managers and project managers. BPM also is of systemic interest since every organisation is a sociotechnical system in which the human factor creates uncertainties that result in emergent behaviours.

Modeling is one of the ways to solve problems that appear in the real world and it has always been an essential part of organizational design as well as of information systems development. Simulation is a form of modeling that is used to dynamically analyze and evaluate the performance of systems as it changes over time to make future inferences. Simulation Modeling enables decision makers to filter out the complexity of the real world, so that efforts can be directed toward the most important parts of the system that can be studied and of conducting numerical experiments, for better understanding of its behavior for a given set of conditions for better decision making.

This workshop aims to raise awareness of the participants in the values of BPM and make a tour of the phases of the BPM life cycle. Examples of dynamic models using AnyLogic multi-method modeling will demonstrate the advantages of Business Process Simulation Modeling.

SCHEDULING:

Saturday 9th October, 2021	15:30 - 17:00	VIRTUAL ROOM SAT-1	GR

WS-19

Applied systemic methodologies in a web hosting company

Mr Konstantinos Villios, MSc
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Lead Auditor for ISO/IEC 27001, ISO 22301, ISO 9001
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ABSTRACT

This workshop examines all the structures, communications, and systems for the system under consideration of a web hosting company, a company that works with new technologies. Pathogens are analyzed, treated through appropriate interventions and the performance of departments and employees is optimized for the benefit of the company.

SCHEDULING:

Saturday 9th October, 2021	15:30 - 17:00	VIRTUAL ROOM SAT-2	GR

Professional Panel

PP-01

Navigating and Surviving our VUCA World using Agile

Mr Theofanis Giotis, MSc, PhD c.
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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)

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
GR

ABSTRACT

We live in a Volatile, Uncertain, Complex and Ambiguous (VUCA) world where Leaders and Managers need to be Agile and have the right leadership skills to cope with today's VUCA environment. The VUCA acronym describes the new normal as a state of instability at the edge of chaos.

Organizations in order to understand and survive in this VUCA world are transforming from the old serial and predictive (plan-driven) approaches to more agile approaches that deliver value quickly in short cycles and help organizations move towards enterprise agility.

Enterprise agility is broadly applicable (not just IT), is more dynamic and stable and requires new ways of working (WoW). This enables organizations to move faster, to be more adaptable and to increase productivity with reduced costs.

Disciplined Agile's principles, promises, guidelines, Primary and Supporting Roles and phases enable organizations to choose their best Way of Working (WoW) using various DA life cycles (Agile, Continuous Delivery Agile, Lean, Continuous Delivery Lean, Exploratory and Program).
In this way organizations can implement successfully their strategic objective through a portfolio management framework by optimizing the management of portfolio components, especially programs and projects.

SCHEDULING:

Friday 8th October, 2021	17:15 - 19:00	VIRTUAL ROOM FRI-1	GR

Professional Round Table

PRT-01

Driving the Design Thinking Process Through a Systems Approach

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ABSTRACT

In an ever-changing interconnected world in which the only certainty is uncertainty, it is essential that organizations be vigilant of their capacity to understand the various design principles that are needed to come together, in order to create a user experience that is congruent to their expectations. At the same time, organizations need to embrace a solution-based approach with which to address the complex problems, which are a consequence of the internal and external forces that impact their structures and functions. In this context, design thinking needs to be approached as a continues process through which one seeks to understand the believes, values, and needs of the ultimate users of the organization's products and/or services, in an attempt to challenge prevailing paradigms and to identify alternative strategies and solutions.

This process, however, is often undermined by the application of traditional methods and tools that rely solely on analytical thinking. Application of analytical thinking involves the determination of the meaning of what is studied in the context of a reductionist approach: reducing the whole into its constituent elements (parts), understanding each element separately, and aggregating understanding of the individual elements into an understanding of the whole. Given the networks of interdependencies that exist among the interacting elements, application of a reductionist method typically results in the loss of the essential properties of both the whole that is of interest, as well as those that define the parts of which the whole is composed. Hence, decisions relative to user needs lack clarity, and the organization's products and/or services the characteristics that result in a positive user experience.

Systems thinking is fundamentally different from the reductionist method in that it focuses on the understanding of how and why the various elements affect one another within a defined unified whole. A systems approach concentrates on the understanding of the interactions of the constituent elements of a system that produces a behavior, rather than the actions of the isolated parts. Systemic design thinking is a structured way of addressing user needs. It utilizes powerful methods and tools that are designed to generate and organize information about complex systems, and dynamic conditions that are neither intuitive nor linear. It revolves around a fundamental interest in developing an understanding of the users of the products and/or services that are offered by the organization. It enables the organization to develop empathy with the target user. Systemic design thinking drives a continual process of questioning the problems that are associated with the organization's operation, the assumptions that frame the problems identified, and the long-term implications of the solutions that are implemented.

Moreover, systemic design thinking is extremely useful in tackling "messy" problems that are ill-defined or unknown, which require significant judgments that involve multiple stakeholders, by re-framing the problem in an anthropocentric way. It is instrumental in generating ideas and adopting a hands-on approach in prototyping, testing, and trying out

novel concepts and ideas. The need for a systemic approach to design thinking has never been more imperative given the unexpected consequences resulting from the pandemic (including changing trends concerning the workplace and consumer behavior), which have forced organizations in all public and private sectors to respond to, cope with, and look beyond the crisis.

SCHEDULING:

Saturday 9th October, 2021	17:15 - 18:15	VIRTUAL ROOM SAT-1	EN

Presentations Extended Abstracts

EA-01

The Reference Pattern of Universal Values: Seven functions for an analysis of the social

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ABSTRACT

The "homo sapiens" of the 21st century is perplexed by the personal loneliness he feels and the impressive technological development that surrounds him. Lacking or not of gods from whom to expect favors or consolation, more aware than ever of his responsibility, he throws himself into the arms of his own reason to create a humanistic shield to protect him. And he calls this shield REFERENTIAL PATTERN OF UNIVERSAL VALUES (PRVU), proposed by the author (Parra-Luna, 1975,2000), based, first, on Protagoras ("man is the measure of all things") and later, on People's Law of the 16th century, the modern Constitutions from San Marino in 1600, the UN Universal Declaration of Human Rights in 1948, A. Maslow's Theory of Needs in the 1950s and finally to the anthropological conception of C . Kluckhohn (1952) for whom "value is the reverse of the medal of necessity)", reformulate the own ends of the human. And on the "shoulders of these giants" as Newton would say, the author of the PRVU presents the system of the nine values following: Health, Material Wealth, Security, Knowledge, Freedom, Distributive Justice, Nature Conservation, Quality of Activities and Moral Prestige, which are a response to the needs felt by the human being, in no matter what time, place and circumstance. It is, therefore, a theoretically closed and methodologically operative system, where any human desire or need (conscious or unconscious) must be understood within, unless it is invalidated. It is a PRVU that would be designed to fulfill the following functions: 1.HUMANISTIC (starts from Protagoras about "Man is the measure" ; 2.IDENTIFIER (according to profiles formed by the accentuated values of the PRVU); 3.CRITICAL (due to differences between five types of possible profiles); 4 ECONOMIC (due to the role that the economy plays in the rest of the values); 5. ADAPTIVE (the systems change depending on the differences between values): 6: SYSTEMIC (due to solve internal imbalances) and 7: GUARANTEE (to monitor the preeminence of the human over the growing development of technologies). These would, then, be seven minimum functions of the PRVU, susceptible in addition to being operationalized and quantified, which would serve to reposition ourselves in the world and see what real possibilities for personal development and social progress we have, from our struggle, personally alone, against the series of biosocial factors that usually limit us.

KEYWORDS: Humanism, Needs, values, progress, new technologies

SCHEDULING:

Wednesday 6th October, 2021	15:45 - 17:15	VIRTUAL ROOM WED-2	EN

EA-02

La créativité de la pensée systémique

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ABSTRACT

La systémique est avant tout une façon nouvelle de penser qui par nature est créatrice car elle ouvre sur l'absolu en tant qu'idée pure. Elle est donc en amont de celle des physiciens, des biologistes, des psychologues, et des théologiens. C'est une pensée nouvelle qui ouvre des perspectives révolutionnaires dans tous les domaines qu'elle vient éclairer en montrant qu'aussi bien la relativité d'Einstein que la mécanique quantique, la psychologie et la théologie sont différents aspects d'une science unique qui est la systémique cognitive qui tient compte de la conscience qui anime les systèmes.

Pour comprendre l'importance de cette révolution cognitive et systémique nous vous proposons de reparler, d'une façon systémique, de la démonstration de l'invariance de la vitesse de la lumière faite par Poincaré. Cette démonstration peut être considérée comme étant le véritable point de départ de la systémique moderne qui sera la science du 3ème millénaire. Celle-ci sera à la fois systémique et cognitive. Elle permettra d'unifier dans une connaissance unique la relativité restreinte et générale d'Einstein, la mécanique quantique, la biologie, la psychologie et la théologie.

KEYWORDS: Systemic - Poincaré, psychoanalysis, theology - philosophie - relativity

SCHEDULING:

Wednesday 6th October, 2021	15:45 - 17:15	VIRTUAL ROOM WED-2	EN

EA-03

Decision-making process for operational issues of educational organizations: The case of school units

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ABSTRACT

According to the systemic theory, each school unit is considered a subsystem of the whole educational system of the country that is in constant interaction with other systems and supersystems of the external environment (other schools, social organizations, groups of individuals). In this open system, the stakeholders (teachers, students), material and technical infrastructure, facilities, etc., "flow" as productive resources, which are transformed into outputs (new knowledge, modified behaviors of teachers-students, various changes). For the effective operation of a school unit, i.e. in order to successfully transform the inputs into outputs based on the selected objectives, it is necessary to conduct an administration that will be exercised systematically and will include the continuous and dynamic process of planning, organization, management and control of all the individual systems involved so that the decisions, actions and products of knowledge are effective. In this study we focus on the decisions made on important educational issues. The process of making these important decisions depends on the type of decision but also on the skills of the person making the decision. We analyze the term decision, this process, while we identify that it is a central function and its importance is decisive for its future, since the viability and development of the educational unit is based on proper decision-making. For this purpose, we implemented the decision-making system through Design Thinking. Finally, we use the Systemic SDD methodology to monitor and improve decision-making processes.

KEYWORDS: Educational Organizations, Decision Making, Systemic Dynamics, SDD Systematic Methodology, Design Thinking

SCHEDULING:

Wednesday 6th October, 2021	15:45 - 17:15	VIRTUAL ROOM WED-3	GR

EA-04

Design Thinking and Education: A systems approach

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ABSTRACT

In his book, entitled The Sciences of the Artificial, cognitive scientist and Nobel Prize laureate Herbert A. Simon argued that "the natural sciences are concerned with how things are; design, on the other hand, is concerned with how things ought to be." In the same work, he first mentioned "design thinking" and contributed many ideas to its principles. The concept of design thinking has evolved over the years. It has been employed by various organizations to generate novel solutions to stubborn problems that can only be expressed in very general and vague terms. In brief, design thinking revolves around an interest in developing empathy with the end-user. It is instrumental in articulating the problem for which a solution is sought, developing the assumptions that frame the problem, and questioning the implications of the solutions that are pursued. Design thinking also involves trying out concepts and ideas, prototyping, and testing. The various stages of this process comprise a sequence of activities that constitute a coherent system. The goal is to gain a deep understanding of the end-user and what the ideal solution associated with a positive user-experience ought to be.

Design thinking is congruent with systems thinking. To design is to create structure, functions, and processes in a given context. Yet, most traditional approaches used to select the best alternatives lack the sophistication to effectively address the complexity that is inherent in the end-user's experience, relying on the simplification rather than the holistic treatment of complexity. They tend to embrace a single perspective, ignoring complex networks of time delayed feedback mechanisms that vary in strength and direction, and non-linear relationships between perception and value. Thus, the alternatives selected often result in propagating established paradigms, since the underlying assumptions governing the generation of alternatives remain unchallenged.

The various methodologies derived from General Systems Theory frequently emphasize the structural, the behavioral and the hierarchical aspects of systems. Structural aspects refer to the principle that system elements are interdependent. This interdependency is reflected in two facets that are present in any dynamic system: (1) the system as a whole exhibits emerging behaviors and/or properties, which are different than the behaviors and/or properties of the constituent elements (parts) of which it is comprised, and (2) the system

is not the sum of its parts but the product of their interaction. The behavioral aspect refers to the variables that characterize the elements and their functional relationships. Finally, the hierarchical aspect refers to the recursive nature of systems: systems contain and are contained in other systems. This means that each system element may itself be regarded as a self-organizing and self-regulating system.

This work will focus on the application of systemic design thinking in education, as it applies to the facilitation of knowledge, as well as the acquisition of skills, values, morals, beliefs, and habits. We will attempt to address the persistent challenges that are propagated through outdated paradigms, by re-framing the problems in a human-centric way, creating ideas, and adopting a hands-on approach in prototyping and testing.

KEYWORDS: Design thinking, systemic design thinking, systems approach to education

SCHEDULING:

Wednesday 6th October, 2021	15:45 - 17:15	VIRTUAL ROOM WED-3	GR

EA-05

Can systemic design thinking lead to the revitalization of intangible cultural heritage?

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ABSTRACT

Our world is changing and becoming more complex every day. New problems and new challenges are emerging. The globalization of economies, the diversity of cultural identities, the increasing use of new technologies, remove the spatial boundaries in the spread of culture and create a framework of interconnected and complex systems.

Design thinking as an innovative problem-solving process consists of five stages (Empathize, Define, Ideate, Prototype, and Test), and aims to tackle wicked complex problems and improve creativity. The intervention of systems thinking in design thinking and the adoption of a "top-down" picture view seems to be a promising approach that can offer innovative and effective interventions in the design of goods, services, and processes. Systemic design thinking focuses on understanding the context of the system we design and the needs of stakeholders and users. This fact requires the adoption of an interdisciplinary and humanitarian approach in order to meet the requirements of an increasingly competitive market.

Nowadays, culture and especially the intangible cultural heritage constitutes the living culture of everyday life (practices, representations, expressions, knowledge, skills, techniques) that practices, performs, enriches, and transmits from generation to generation, preserving the collective identity and memory of local communities.

The purpose of this presentation is to explore whether systemic design thinking can contribute to the protection, management, and promotion of intangible cultural heritage as well as to its sustainable development (services, infrastructure, know-how) by connecting culture with local communities, entrepreneurship, and tourism. Systems thinking tools will be used to explore whether continuous feedback on intangible cultural heritage can lead to its revitalization and flourishing.

The elements of the intangible cultural heritage included in the National Inventory of the Intangible Cultural Heritage of Greece, which is under the auspices of UNESCO, are selected as a case study.

KEYWORDS: Systemic Design Thinking, Cultural Management, Intangible Cultural Heritage, National Inventory of Intangible Cultural Heritage, Sustainable Development

SCHEDULING:

Wednesday 6th October, 2021	15:45 - 17:15	VIRTUAL ROOM WED-3	GR

EA-06

Internet of things: a boost to creativity

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ABSTRACT

We are currently living the 4th Industrial Revolution (Industry4). One of the main technologies of the Industry4 era is the Internet of Things (IoT). We are experiencing many changes in our everyday lives. New jobs are created, old jobs are changing or tend to disappear. Globalization is a fact. We really need to adapt to the new conditions. We need to acquire new skills and to develop a new, more collaborative culture. New curriculums are needed in order to train students in the new culture.

The question though is whether creativity can be taught. Scholars do not always agree whether creativity is a skill on its own or a number of skills (e.g., the skill to "think out of the box"). That means that it can be taught, either as a unique skill or as combination of different skills. Under this prism, a number of adaptations are required urgently in the abovementioned curriculums. The most important and difficult change required, is the one in mentality and practice of work. Abundance of information that is created by the IoT revolution, together with the «automatic» standardized interconnection of «everything», forces a paradigm shift in the way we work and think: from trying to solve technical challenges and collect data (as it was previously the case) to comprehend and exploit the vast amount of information to meaningful insight (as it is the case now). It is in a longer perspective, a
shift from the data/information era to the knowledge/wisdom era, enhancing even more the need for critical thinking, the requirement for broader and deeper understanding of critical business issues and the demand for expertise beyond routine «algorithmic» information processing.

The challenges of the new way of working are hardly coped with by individuals. The complexity of the issues, usually require group thinking and interdisciplinary teams. This enhances even more the need for collaborative work and analogous mentality and behaviour. It even formulates new work ethics, mindsets and skills. Also, the ability of organizations to accommodate people from different cultural backgrounds,ethnic origins and beliefs and facilitate them to work together in coherent teams, may evolve to a strong competitive advantage. It is obvious that the academia should adopt to prepare students to work and thrive to this new working environment, by giving them the required advanced technical skills and the necessary social and behavioral skills of the new era.

Another question is what is the relation of the IoT technology with this new creativity. Scholars tend to believe that there is a strong connection. This relationship is believed to be straightforward.

This paper is going to examine:
a) the way in which this collaborative new culture can lead to a new kind of creativity;
b) the changes that need to be made in university curriculums towards the direction of enhancing the new era needs;
c) the role of the IoT to these changes; and d) the way the newly obtained creativity skills are expected to affect the use of the IoT.

KEYWORDS: Industry4, IoT, creativity

SCHEDULING:

Wednesday 6th October, 2021	17:30 - 19:00	VIRTUAL ROOM WED-2	GR

EA-07

Digitalisation in payments and financial literacy

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ABSTRACT

Financial literacy is an essential tool for informed consumer especially nowadays with all the available complex financial instruments. The digitalization of payments requires at least the basic financial knowledge in order to properly use the debit cards and avoid any scams. Studies have shown that women and elderly people are more vulnerable to catch up the latest technology. Without education simple financial issues, such as understanding of credit, could lead to financial exclusion. Only through financial education, in a form of a financial inclusion initiative, along with other education and health support, can support individuals to improve their financial well-being.

KEYWORDS: Financial literacy; financial knowledge; financial wellbeing; digitalisation; payments

SCHEDULING:

Wednesday 6th October, 2021	17:30 - 19:00	VIRTUAL ROOM WED-2	GR

EA-08

Transformation of an IT Projectized team, Synchronizing along with Internal Changes

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ABSTRACT

All teams in an organization and especially IT teams use information technology to synchronize and move along with all major changes. Nowadays, in order to be productive, serve the internal and external customer's needs and keep their advantage over their competitors, all teams in an organization have to transform the way they work.Information technology is the way of delivering this transformation.

Information technology is the key on such transformations. In this study, a major transformation was made to a team working on IT projects for internal and external custoemrs. It was made difficult enough for the team to help their customers firmly, since most of the team members left the company. A major change was imported into the team, using a new management schema and a new control type. A new working model was implemented into the team, based on systemic methodologies.

KEYWORDS: Control, teams, synchronization, customers, Transformation, systemic methodologies

SCHEDULING:

Wednesday 6th October, 2021	17:30 - 19:00	VIRTUAL ROOM WED-2	GR

EA-09

Apply Design Thinking In Application Development

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ABSTRACT

Nowadays enterprises and organizations which are running in a very complicated environment are facing issues or need for changes in order to continue being viable and follow the new needs and requirements coming from the environment. There are always many solutions to daily problems and improvements as well. The application of solutions had as a result for the organization either to have benefits or to be affected negatively.

Our work is about software development and how organizations are working towards to simplify developing process and produce software with greater quality. We have seen that design thinking has already be used in design thinking and it will have further usage.

Design thinking is one of these methodologies which we will investigate further. The design thinking is more than creating products and services; it can be applied to systems, procedures, protocols, and customer experiences many theories about problem solutions where each one is applied.
The industry use more and more such solutions in IoT application development and they are investigating to expand it to further development.

By its own, design thinking can provide a static solution. As we said we are in a high complexity environment and therefore we need to adjust our tools and methodologies to keep the viability of the organization. Thus we introduce the system thinking which monitors and provide feedback to the organization.

This requires that the organization structure will follow the change management methodology.
We will investigate further the relationship design thinking, system thinking and change management. We conclude by proving that the combination of the methodologies will provide the most beneficial solution for the organization.

KEYWORDS: Design Thinking, System thinking, Change management, viable organizations

SCHEDULING:

Wednesday 6th October, 2021	17:30 - 19:00	VIRTUAL ROOM WED-2	GR

EA-10

Employees' Motivation in the Healthcare Sector in Greece

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ABSTRACT

Motivation theories play a vital role in human resource management and organizational behavior. They demonstrate that motivation of employees is indistinctly connected with their efficiency. Employees are the most important resource that an organization has, and keeping them motivated can enable the organization to achieve high organizational performance. In Greece, especially during the economic crisis of the past years and the health crisis of the past months, several work-related factors, such as financial rewards, job stability, job security, work and family life balance, etc., have affected employees' motivation.

The purpose of this research is to explore employees' motivation in the healthcare sector, as well as to examine the factors and incentives influencing their performance. Based on the self-determination theory and relevant research, this paper examines whether the employees in the under-review sector are motivated, which are these motivational factors, as well as whether the employees' responses differentiate based on the sub-sectors they work (hospitals, health centers, pharmacies, diagnostic centers, etc.) or their demographic characteristics (i.e. gender, age, educational background etc.). Moreover, it examines the effect of motivation in the under-examination sector's employees' performance. In order to accomplish the aforementioned research objectives, a questionnaire based on the Multidimensional Work Motivation Scale and the Work Extrinsic and Intrinsic Motivation Scale is used and a sample of 148 responses are collected. Subsequently, several statistical analyses, such as factor analysis, hypotheses tests and correlation tests, are conducted. The results of this research highlight the importance of certain motivational factors that management of healthcare organization can take under consideration in order to improve work motivation leading to employees' high performance.

KEYWORDS: Motivation, Healthcare Sector, Self-Determination Theory

SCHEDULING:

Wednesday 6th October, 2021	17:30 - 19:00	VIRTUAL ROOM WED-3	GR

EA-11

Systemic Approaches for Improvement of a Hospital's Unit

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ABSTRACT

This paper analyzes the way in which the information systems of a hospital unit, i.e. pharmacy, work, identifying communication problems or deficiencies in the services provided with the ultimate goal of producing targeted improvement proposals. Also, focusing on the quality control of the pharmacy and utilizing the technique of dynamic modeling, we modify various parameters aiming at optimizing performance. More specifically, we use the DCSYM Systemic Methodology to analyzes the current state of operation of an Integrated Hospital Information System (IMS) by presenting the systems with which the Hospital Pharmacy communicates and interacts. Possible problems are also identified, suggestions for improvement are presented for its more efficient operation and finally the new improved state of the OPSN is reflected. Concluding, we find out how the Systems Dynamics Systemic Methodology with Vensim software can be used, in real conditions, by a company (Hospital Pharmacy) to analyze a process in order to find the best way to execute it.

KEYWORDS: Systemic Methodologies, DCSYM, DCSYM Case Tool, System Dynamics, VENSIM

SCHEDULING:

Wednesday 6th October, 2021	17:30 - 19:00	VIRTUAL ROOM WED-3	GR

EA-12

The effect of social media on children's eating habits. Cases of schools in the region of Central Macedonia.

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ABSTRACT

This study aims to examine whether food advertising on social media affects the daily eating habits and nutrition of preschool age infants and primary school age children, residing in the Region of Central Macedonia. However, the research revealed that family and school environment influence their food preferences.

The following research questions were answered in this survey:
- What are the ways that social media use to affect children's eating habits.
- What are the others factors that affect children's eating habits besides social media.
- What are the ways of Parents that influence the dietary children's choices.

From the analysis of the results of the questionnaire, the following conclusions emerge, per research question:

According to the answers given to the first research question it is concluded that the frequency of advertising on social media affects children children's eating habits. (AR = 4.09) On the contrary, the "Influencers" are less influential. (AR = 3.44). According to the answers given to the first research question it is concluded that parents influence children's eating habits in addition to advertising (AR = 4.41) followed by school (AR = 4.02). On the contrary, the price of food has less influence (AR = 2.98). According to the answers given to the first research question it is concluded that parents influence children's dietary choices with their diet (AR= 4.37) and then with their body mass index (AR = 3.53), their educational level (AR= 3.43). On the contrary, the financial level of the parents has less influence (AR = 3.33).

The results of the research showed that the ways that use the social media to affect children's eating habits are the frequency of advertising on social media and on YouTube followed by the ones from the influencers. Also another research showed that exposure to advertising had a positive effect on a child's preference for the food being advertised (Auty and Lewis 2004). But, according to another research young people spend a lot of time on social media in which there are the influencers and when they promote unhealthy foods on social media, the intake of unhealthy foods by children, immediately increases (Coats et al. 2019). Moreover, the overall exposure of students to social media advertisements are related to students' requests for this food. (Chamberlain et al. 2006). This happen because "the influencer marketing" is a very important way that influence the decisions via the

Internet and social media (Tsekouropoulos and Theocharis 2019).

According to this research, parents influence their children's eating habits more with their eating patterns, their personality and body mass index and they influence their children less with their family level such as educational level first, social level then and financial level. All these factors were found also from others researchers but in a different level. For example, one research found that both parents' body mass index and education, play an important role in children's dietary choices (Lazzeri et al. 2006). Another example is a research found that the social and the economic level of the family influences the nutrition of children (Huffman et al. 2009). Furthermore, found that the children become obese in families that have a low financial level and due to their finances, the parents cannot provide to their children healthy food (Jimenez- Cruz et al. 2010).

School is another factor that influences children's eating habits. Others studies have reached this conclusion, too. School has a great influence on children as it is the environment where children spend many hours of their day. Thus the school positively affects the health of children by educating them in matters of nutrition and physical activity (Story et al. 2006). Also, educators teach children their proper healthy habits (Kovacs, et al. 2018).

As we understand, each researcher found a different factor that affects children’s nutrition habits. In this research was found the rate of each factor that affects children. However, this study doesn’t show if the social media affect more the children’s nutrition habits or the other factors, reason for what this detail can be discovered by mean another research.

KEYWORDS: advertising, social media, primary education, childhood, eating habits.

SCHEDULING:

Wednesday 6th October, 2021	17:30 - 19:00	VIRTUAL ROOM WED-3	GR

EA-13

Social stories and Comic Strip Conversations for improving emotional and social skills

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ABSTRACT

Social Stories and Comic Strip Conversations have been widely used to improve social, emotional and cognitive skills of students on the autism spectrum disorder (ASD). As it has been illustrated from the english literature, there is limited research available regarding the use of Information, Communication and Technology (ICT)) for creating comics and Social Stories.

The present study intends to investigate the effectiveness of combining Social Stories, Comic Strip Conversations and the use of Information, Communication and Technology (ICT) to two primary students with emotional and behavioral deficits, to decrease negative peer-relations behaviors (aggression, tantrums, self-injuries) in school setting, by designing digital comics as in our research, with the software Cosy Comic Srip Creator.

Specifically, the present research used a multiple-baseline across participants design, which had four stages: A stage-baseline, B Stage-Designing & Creating Comics, C stage-Intervention, D stage-follow up, which investigated the Maintenance of the teaching behavior concerning special classroom and unstructured school activities (recess) (generalization).

Qualitative and quantitative data from the research indicated within a week a significant reduction of the target (negative) behaviors for the two participants, such as physical aggression and mild manifestations of anger and smaller decreases in verbal aggression, aggression to objects and self-harm. Although Mary exhibited more frequently negative behaviors before the intervention, during the intervention expressed greater reduction of these behaviors from John. But during the D stage (follow up), the behavior of Mary changed very quickly, that means she increased the negative behaviors, while John maintained greater stability to them and influenced his behavior at a slower pace. However, every discussion on the data about the effectiveness of this kind of intervention, should it take into account prerequisite skills of participants, their characteristics, diagnosis, cognitive-intellectual level and their family.

KEYWORDS: Information and Communication Technology (ICT), comics strip conversations, social stories, Special Education and Technology

SCHEDULING:

Wednesday 6th October, 2021	17:30 - 19:00	VIRTUAL ROOM WED-3	GR

EA-14

Knowledge Acquisition and Responsiveness, as critical factors for sustainability in the Tourism and Hospitality Industry: Key Issues

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ABSTRACT

Business reality requires cooperation and interconnection between knowledge management processes and sustainability. Knowledge Management is a "set of techniques and practices that facilitate the flow of knowledge into and within the firm" . In other words, the effective knowledge management provides a coordinating mechanism to enhance the conversion of resources into capabilities, grounding a superior managerial performance. Human capital in the tourism and hospitality industry, including knowledge, skills, experience, ability, personality, internal and external relationships, attitudes, and behaviors are essential for contributing to sustainable competitive advantage and sustainability.
The tourism and hospitality industry has been undergoing major changes over the last decades, with both structural and social changes and technological advances, and among other challenges have resulted in a demand for new skills, making knowledge management assessment a vital element. Numerous studies have examined how knowledge can be managed to contribute to tourism and hospitality organizations. The mere act of processing knowledge itself does not guarantee strategic advantage; instead, knowledge has to be managed. Knowledge acquisition and knowledge responsiveness are often seen as the most important assets of tourism and hospitality organizations that can be linked to essential organizational outcomes. To generate value, tourism industry must be able to identify, create and continuously manage knowledge.
This research aims to provide a critical review of the interrelations between knowledge acquisition-responsiveness and sustainability that lead to increased sustainability and managerial performance.

KEYWORDS: Knowledge Management, Knowledge Management Processes, Hospitality, Tourism Industry, Sustainability, Performance

SCHEDULING:

Thursday 7th October, 2021	13:30 - 15:00	VIRTUAL ROOM THU-3	GR

EA-15

Design Thinking and Innovation: Strategic tools for the sustainability of the HEIs

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ABSTRACT

The article is an outcome of the assigned individual capture project under the postgraduate program entitled «Innovation and Design Thinking» of the MIT (Management Executive Education), Columbia Business School Center of Business/Executive Education) and Tuck Dartmouth Executive Education) took place the period of May 2019 - February 2020.

In a number of Greek TEIs (part of the Greek HEIs ecosystem till May 219), the strategies of Innovation, entrepreneurship, extroversion and of building synergies and capacities with other European and/or international HEIs and organisations were not core elements of their Strategy Plans. The absence of scientific or applied research, non-participation in R&IH2020 consortia, non-participation in regional and/or local clusters and spin-offs and the lack of collaboration with research Institutions situated abroad like the Joint Research Centre (JRC) and the European Institute of Innovation & Technology (EIT), indicated the impending withering. In many cases the Strategy Plans did not express with quantified nor qualified way the desired outcomes; were documents that external consultant drafted in order to provide a minor and typical evidence for the external assessments in terms of the quality assurance requirements. Occasionally the documented vision and mission of the Strategy Plan was a text drafted by the consultants with no substantial involvement of the Boards, Faculties, Staff. Thus, any sense of essential, collective, innovative, creative, realistic, holistic and envisioned outlook for the future does not have been existed.

Taking into account the global trends for the internationalisation of higher education and especially the related studies of the OECD, the EU policies, the reforms took place in Greece the last decade and the testimonies and surveys implemented by EU and international universities, the author studied the relevant data and implemented the principles of the IDEO's Systematic Innovation Thinking (SIT) process and "The Three-Box Solution" of Prof. Vijay Govindarajan, which she has been taught in the aforementioned postgraduate program in order to catch, apprehend, reflect and analyse her concerns. Bearing in mind the emerging on-line education industry of China, India, Singapore and the former dominant of USA, the author examined the factors and the processes which had contributed to that direction in comparison with what were missing in the landscape of the Greek TEIs. SIT Design Thinking is an iterative and non-linear process which taking place through the steps of Empathise, Define, Ideate, Prototype and Test. Design Thinking is essentially a problem-solving approach, crystalized in the field of design, which combines a holistic user-centered perspective with rational and analytical research with the goal of creating innovative solutions. Reforms, disruptions and other crises are challenge HEIs to shape a new future by institutionalising design thinking, innovation, creativity and open-mindedness.

Former TEIs and integrated HEIs can valorise their human and material resources, their infrastructures taking advantage of the lessons learned by internationalisation, adapting

green& digital transitions policies, disruptive technologies, smart specialisation and IR4 (VR/AR, IoT, ML, UAV/UMV etc) technologies in order to make teaching and learning more relevant, to educate for global citizenship, to prepare students for a globalised job market and to raise incomes. Reputation and ranking and/or enhancement of research and community engagement are also equally crucial orientations. How we perceive and address the opportunities and instruments available to HEIs is crucial for their sustainability and future. Therefore, is fundamental to employ practices that make innovative thinking, design thinking part of their regular, daily organisational practice. The aforementioned design thinking methods are successfully implemented as true ways of leading people through the process of novel solution-making. Are human-centered approaches to problem solving. Design thinking starts with self-assessment and gradually is gaining an empathetic understanding of people's lived experience of a challenge. The next step is to synthesise findings and insights into a new definition of the problem, one that clarifies who the solution will serve and what stakeholders need to achieve the outcomes that are most meaningful to them. Human-centered definitions inspire out-of-the-box thinking and innovation because they focus attention on fulfilling stakeholder's deepest needs. Human-centered design thinking support HEIs leaders and human resources to open their minds to a world of new ways to help their stakeholders (students, academic and administrative staff, locals, parents, businesses, authorities etc.) get what they really need and value. The third stage of design thinking, ideation, involves brainstorming wide-ranging solutions that go beyond the obvious and expected. When we are open to diverse and divergent ideas, things can get dissonant and confusing very fast. We have no choice but to ideate if we want to achieve our purposes in the short and long-term. Next, we have to move beyond ideation into the final stages of design thinking: prototyping, testing and iterating of new solutions. There is a need to cultivate curiosity and creativity both inside and outside the institutions by connecting people and their ideas across borders. This kind of courageous leadership is important because it will establish a culture, a positive mindset for progressive change. Design Thinking tools are inspiring noble participatory responsibility, actions and initiatives even under the pandemic conditions and mobilising all the stakeholders towards a sustainable future.

The views expressed are those of the author and do not reflect the official policy or position of the IHU.

KEYWORDS: Design Thinking, Creativity, Innovation, Higher Education Institutions

SCHEDULING:

Thursday 7th October, 2021	13:30 - 15:00	VIRTUAL ROOM THU-3	GR

EA-16

The Management of Human Resources and its contribution to the improvement of Public Services (Case study: Customs of Thessaly, Greece)

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ABSTRACT

The present empirical study concerns the management and the availability of human resources, as well as their contribution to the improvement of Public Services (Customs Houses of Thessaly, Greece). During the last years, an effort is being made to upgrade the provided services, through multiple reforms stemming from legal provisions and put into action in the Public Sector (specifically in the Independent Authority for Public Revenue/ IAPR/ AADE, Greece).

The present survey attempts to describe the level of the current quality of services, based on employees' views (public servants) who work for the Customs Offices of Thessaly (Volos, Larisa, Trikala). In addition, it was attempted to identify the most important factors that influence the quality of services, as well as the attitudes and opinions of the trade union bodies and those in leadership positions (positions of responsibility). As a case study, primary data were gathered, from July 2020 to December 2020, via a questionnaire survey distributed to eighty-eight (88) employees of the Custom Offices in Thessaly (in Volos: 32, Larisa: 45, Trikala: 11).

Eighty-one (81) fully completed questionnaires were collected, which were further processed and analyzed using the IBM SPSS (Statistical Package for Social Science). The response rate was 92,05%. The survey used part of the research tool of the COCOPS questionnaire (executive survey on public sector reform in Europe, coordinating for cohesion in the public sector for the future), adapted to the research questions and the specificities of the present study. The questionnaire consisted of six sets of closed-ended questions, on a seven-point Likert scale (A. demographic characteristics/ profile, B. the importance of reforms/change, C. the mode of operation of the public administration, D. the trend of the reforms, E. the evaluation of the organization's performance, F. the fiscal crisis, cuts and organization).

The survey results showed that the reforms, sometimes, are a conjunctural consequence and not a strategic choice, as it should be. The change management should take into consideration and be based on the culture of the organization. Moreover, the major goal should better not be to reduce the expenses, only in financial terms, but to take into account many others parameters, addressing the issue more holistically. On the contrary, the process of change could emphasize, amongst other factors, on the saving and rational allocation of resources, the investments (short and long-term), the improvement of quality and job satisfaction, improving the effectiveness, efficiency and performance of the

provided services, the organization and the benefit for the society, as a whole.

It should be noted that the major contribution of the current study is the strengthening of the efforts to upgrade the organization and the provided services, as well as the uncovering and resolution of issues that could be created due to improper way of implementing changes. In any change effort, the leadership should successfully convince the employees for the need of the specific reforms, as well as their necessary relevance and participation for the desirable, improved Customs of the future, embracing the vision of the organization.

KEYWORDS: Human Resources, Change Management, Effective Management, Total Quality Management, Public Administration, Customs Officers

SCHEDULING:

Thursday 7th October, 2021	13:30 - 15:00	VIRTUAL ROOM THU-3	GR

EA-17

Applying systemic design thinking in the context of Total Quality Management implementation

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ABSTRACT

The aim of total quality management (TQM) is to contribute to a company's overall effectiveness, that will maximize its value derived from each of its sub-systems, namely the design, planning, production, distribution, costumer focus strategy, quality tools and employee's involvement. To implement total quality two important approaches are applied, the technical approach (Design procedures, develop strategies and apply control methods) and the social dynamic approach (containing the human resource management and the organizational culture).

The core service/product design element and the design or redesign of a company's strategic plan could have a direct impact on the level of customer's satisfaction and continuous improvement processes that constitute the ultimate goals for TQM implementation (Sainis et al., 2017).

The quality standards with creative characteristics are those that can add value to a product or a service further, having embodied design thinking (DT) that matches to science thinking (ST). Design Thinking can be thought of as the opposite of scientific thinking. Science tries to find out and use the data that will form new patterns and insights compared to the design thinking that tries to discover new patterns, new ideas and new concepts, supported from facts and possibilities that will contribute to the decision making process (Owen, 2007).

Design thinking is considered as a resource in strategic management. It is a human centered innovative approach that will try to design the way that people think and work.

Design thinking theory is based on "what might be" compared to the scientific theory that focuses on "what already exists" (Carlgren et al., 2016). Special characteristics can describe the nature of creative thinking and in particular the design of creative thinking. In particular the design thinking characteristics are: (a) the sensitivity to new information (b) the questioning attitude, (c) the broad education, (d) the asymmetric thinking, (e) the personal courage (f) the sustained curiosity (g) the time control, (h) the dedication and (i) the willingness to work (Owen, 2007).

How companies should adopt the design thinking theory to the TQM implementation

processes is what will be reviewed in literature and be presented in the present study.

KEYWORDS: Total Quality Management, Design Thinking, Scientific Thinking, TQM Implementation, Motivation, Strategic Management.

SCHEDULING:

Thursday 7th October, 2021	13:30 - 15:00	VIRTUAL ROOM THU-3	GR

EA-18

Development of a Business Continuity Management System (ISO 22301:2019) at EcoSolutions IKE & Provision for the Development of a New Activity (Eco-FriendlyStraws) using the VENSIM PLE Software.

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ABSTRACT

The project concerns a case study of the company EcoSolutions IKE, which was founded in 2016 and has been dynamically established in the market with the application of green solutions. The company has been certified with Quality (ISO 9001:2015) and Environment Management Systems (ISO 14001:2015). Thanks to this, the company is not experiencing difficulties in terms of control and communication and it operates by promoting continuous improvement in the services it offers. During this objectively difficult worldwide period, EcoSolutions IKE, desiring to demonstrate to its customers, suppliers and employees the uninterrupted and consecutive provision of services under any circumstances, has decided to take measures and take action.

Therefore, the FIRST PART of the project describes the Development of a Business Continuity Management System - BCMS (ISO 22301:2019) at EcoSolutions IKE. Primarily, the company is presented and the requirements of the standard are analyzed and subsequently the business continuity procedures that will be added to the Integrated Management System (IMS) are analyzed to meet the requirements of the BCMS. All the developed Procedures and Forms have the existing structure of IMS. More specifically, each BCMS Procedure describes the Purpose, the Accepted Document, the Reference Documents, the Definitions, the Description of the Procedure and the Forms that accompany it. At this point I should note that it was not possible to draw conclusions from the adoption of the BCMS as it has been into effect for two (2) months and has not matured.

However, EcoSolutions IKE did not stop there. Being constantly informed and watching the global impulse that "opposes" to the use of plastic, plays with the idea of a new business step - to expand and to start a new activity in Greece that will produce and supply paper straws. However, in making the final decision, it must take into account several parameters in order to anticipate as far as possible the developments of this new launch.

In this context, in the SECOND PART, an attempt is made to develop a model using the systemic dynamics approach to examine the factors that will affect the markets of paper straws from the Greek population. Since the necessary theoretical background was attributed, we proceeded to modeling and simulating, using the Vensim PLE software. The behavior of the model was well-founded and the results were encouraging. However, as the system has been greatly simplified, future improvement is required to take into account all the factors that affect it, in order to have sufficient documentation and the final decision.

KEYWORDS: Business Continuity Management System, Systemic Dynamics

SCHEDULING:

Thursday 7th October, 2021	15:30 - 17:00	VIRTUAL ROOM THU-3	GR

EA-19

The application of Systemic Dynamics in the field of Publishing

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ABSTRACT

Publishing Houses in Greece have faced several challenges during the past decade, not only due to austerity but also with the pandemic outbreak.

Meanwhile, a National Public Body, that could support their operation, is still missing and of course another important parameter is that Greek people do not read a lot; a strong and discouraging prerequisite for our case.

Under these circumstances, a study on this particular field could help people understand the current situation in Greece and the way a Small and Medium Enterprise, like AΩ editions is currently operating.

AΩ editions, are facing a quite common situation: Sales are decreasing. But in every case, not the same decisions and means can prove to be fruitful and in the meantime, the world is rapidly changing: which demands fast reflexes, daily checking on the competition, risk management and business (continuity) plans. Above all, it needs a good planning and the exploitation of the appropriate methodologies that have proven to increase profit.

In this study we try to deal with specific problems, identify them and attempt to solve in an effective, efficient, yet low-cost way. We have been exploiting Systemic Dynamics, a group of innovative software and tools that could definitely redefine the way we work and offer products and services.
All Systemic methodologies are based on Computers and their main objective is to face complexity, but above all to change the way we see the world and to approach it in a non linear way. And above all, we work on and for Sustainability.

AΩ editions are trying to be sustainable and through this study, we propose 4 different ways to reach this goal and bring some extroversy and innovation with their products.

Proposal 1. Dealing with internal complexity. There are departments inside the organisation that are overwhelmed and uncapable of respecting deadlines and keeping high quality. Via DCSYM methodology, we propose a solution that will improve communication and cooperation.

Proposal 2. Dealing with defects on supply chain. Books are not delivered correctly or on time, which has a strong impact on the sales in a regional level. With Six Sigma Methodology, we try to identify the parameters and work on their improvement.

Proposal 3. Dealing with promotion. Social media campaigns are the mainstream solution for every company that tries to promote its products and services. With the support of Vensim PLE we try to predict whether this investment will be profitable or not.

Proposal 4. Launching Audio Books. The Digital Era is here to stay and Audio books are an

innovative way of engaging Readers and transforming them to Listeners. This new mean is not replacing the traditional reading pleasure, on the opposite: it is exploring a new target group. Again with Vensim PLE we try to see if this will be engaging or not.

KEYWORDS: publishing, editions, audio books, readers, digital transformation

SCHEDULING:

Thursday 7th October, 2021	15:30 - 17:00	VIRTUAL ROOM THU-3	GR

EA-20

Using systemic tools for the study of a company Case study: MAVRAKIS-VYTHOULKAS OE.

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ABSTRACT

The purpose of this work is the Systematic approach of the observed malfunctions of the ACCOUNTING COMPANY "MAVRAKIS-VYTHOULKAS OE" and the recording of the procedures followed, in order to propose interventional improvements, which will contribute to the more efficient operation of the Company and the avoidance of delays in order to increase productivity and better and faster service to its customers, thus strengthening its position within the competitive environment in which it operates.
To achieve the goal of the work, Systematic methodologies and software have been used, which help capturing the present situation, identifying problems, proposal of interventional improvements and also perform simulation experiments, which show the interventions' results in the long run for a better decision making.
In particular, using the Systemic Methodology Design and Control Systemic Methodology (DCSYM), the Existing Status is captured, which depicts the Systems involved and the communications between them. This is followed by the identification of problems and proposals for Interventional Improvements, which will improve and accelerate the work of the Company. The comparison of the Current Situation and the Interventional Improvements, makes the results of the proposed improvements immediately visible.
This is followed by the viability diagnosis of the examined System of the ACCOUNTING COMPANY "MAVRAKIS-VYTHOULKAS OE". with the application of the Systematic Methodology Viable System Model (VSM) and its depiction with the help of VSMod software, in order to examine and ensure the viability of the System under consideration.
AnyLogic software and the use of Systemic Dynamics, act as a complementary tool to systemic thinking and help us to model the processes under consideration, to study the dynamic behavior of the system under consideration, and to perform simulation experiments for various values of the important parameters of the problem comparing long-term results in order to make the right decisions.
The novelty of the work is that it is a complete model of a Systematic approach to a problem, with methodologies and tools ready to use (DCSYM, VSM, VSMod, AnyLogic), which can be used to study and propose interventional problem improvements, which can also be applied to other companies, which are active in related areas.

KEYWORDS: Systemic approach, DCSYM, VSM, VSMod, AnyLogic, Accounting.

SCHEDULING:

Thursday 7th October, 2021	15:30 - 17:00	VIRTUAL ROOM THU-3	GR

EA-21

SUPPLY CHAIN MANAGEMENT, COMPANY STUDY Delatolas Express Cargo

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ABSTRACT

The object of this Certification Study is the study of operations of DELATOLAS Express Cargo Company and it's focusing on the Warehouse Department of the Operations Department.
The Systematic treatment of the identified problems within the operation of the Company is described. Improvement interventions are proposed in order to ensure its viability in the competitive environment in which it operates using Systemic Methodologies and software simulation of its functions.
The purpose of this paper is the study of the company Delatolas Express Cargo, using the Systemic Approach. For this purpose, a series of Systems Software and Systems Methodologies will be used to allow the user to understand its Structure and Operation, through the Systems and Subsystems that make up the company.

The objectives of this study are:
➢The presentation of the company in order to identify any problems and pathogens.
➢Their immediate treatment through appropriate interventions.
➢The optimization of the performance of each Department separately but also of the employees in order to maintain them in the future.
➢The modeling of the structure of the System and the Subsystems regarding the Functions that govern the business and the communications as well as the effects with the external environment.
Also, the concepts of Logistics and Supply Chain and the differences that exist between them are analyzed, in order to make it easier for the reader to understand the works performed by the examined Company.

Moving on to the Systematic treatment of the problems which is presented in the current state of the company's operation using the Systemic Design and Control Systemic Methodology (DCSYM) in order to first visualize the Existing Situation, identify any Problems and suggest Intervention Improvement proposals in order to eliminate any Problems.
The next step is to examine the structure of the System in question, in order to check its viability and, possibly, to suggest further improvements or even to redesign it, in order to ensure its viability within the environment in which it operates.
Last but not least is the modeling of functions of the examined System and execution of Simulation Experiments of the developed model, in order to predict the behavior of the modeled System in the long run for various values of the involved parameters.

This model, with the appropriate projections, will serve as a tool for making optimal decisions for the smooth and competitive operation of the Company.
The study concludes with the evaluation of the treatment, with proposals for the improvement of the examined functions of the Company and with thoughts for further

extension of the present study to other functions of the Company.

To sum this paper up, the examined Warehouse System and the Delatolas Express Cargo Company will be diagnosed by applying the Viable System Model (VSM) Systematic Methodology and its capture with the help of VSMod software in both the Warehouse Department and the Delatolas Company express Cargo for the purpose of its viability.

Throughout the paper the Systemic Viability Planning Methodology is used, which helps to better capture the activities and the activities involved in them.

KEYWORDS: LOGISTICS, SUPPLY CHAIN, DCSYM, VSM, VENSIM, ViPLAN

SCHEDULING:

Thursday 7th October, 2021	15:30 - 17:00	VIRTUAL ROOM THU-3	GR

EA-22

Modelling the Systemic Context in Business Process Management applications

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ABSTRACT

Business Process Management (BPM), in general, is the discipline, both art and science, of overseeing how works are performed in an organization to ensure the consistency of outcomes and explore improvement opportunities.

BPM combines knowledge from the information technology field and management sciences and applies it to business processes that operate within an organization to increase productivity and save costs.

Context is a multi-dimensional concept that can be summarized as the environment or conditions in which something is placed. It constitutes of background, surroundings, circumstances, or settings which determine or clarify the meaning or perception of an entity or event.

For BPM, we define context as the interrelated conditions in which a business process takes place. These conditions may refer to the organizational background, settings, stakeholder groups, the legal or institutional framework, or any other classification of the process's environment. BPM affects the whole organization and concerns all people at every administration level. Consequently, BPM bears a holistic character, and the organizational context becomes a critical factor that someone needs to consider for successful BPM projects.

A key concept in BPM is the "process", which is defined as a transformation of inputs to outputs and can be decomposed into events, decisions and activities. As expected, occasionally, various methods have been used to model processes. From 2013 onwards, the modelling methodology known as Business Process Model and Notation (BPMN) is the global de-facto standard for modelling processes. It is used in every phase of the BPM lifecycle.

Less standardized is the modelling of the context. The Unified Modeling Language (UML) is a general-purpose modelling language that can be used for context modelling. Besides that, many proprietary languages or methodologies have been used to model the context when describing problems or situations.

Given the importance of the context in clarifying any problem or situation and the value of Systems Thinking in understanding the world, we propose a methodology to model the systemic context of a process. It is based on the Design and Control Systemic Methodology (DCSYM), which can model the hierarchical structure of a system and the relations among

system elements. Thus, DCSYM provides a systemic representation of the process context. BPMN is still used to model the process while the process elements are placed within the systemic context entities. In summary, DCSYM is used to accommodate the BPMN model of the process.

KEYWORDS: Business Process Management, BPMN, Context, DCSYM

SCHEDULING:

Thursday 7th October, 2021	17:15 - 19:00	VIRTUAL ROOM THU-3	GR

EA-23

A process based approach for the evaluation of information systems: A qualitative approach

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ABSTRACT

In the past decades, the value of Information Systems (IS) and its measurement, at both academic and professional level, constitutes one of the key issues in the field of Information Systems. The main purpose of this research is to examine the value of Information Systems, as well as the methods which have been developed for its evaluation. Therefore, a comprehensive understanding of the factors and corresponding processes underlying the evaluation of an Information System within the context of an organization is provided. The theoretical contribution of this research is the development of a theoretical process-based framework for the evaluation of Information Systems. Furthermore, a case study in an organization in Greece is being examined in order to test and empower the theoretical findings of this research.

This research undertakes a qualitative approach to the evaluation of Information Systems, contributing to the overall development of the strategy of an organization, focusing on the areas of Information Systems, Strategic Information Systems and Business Process Management. The theoretical model is based on the Resources Based View Theory, the Theory of the Alignment between IS Strategy and Business Strategy, and the Stakeholder Theory, and includes nine factors which are the main elements that form the value provided by Information Systems. Furthermore, this research intends to evaluate the Information System through its direct interaction with operational and strategic factors and it is treated as a structural element of the organization.

The proposed framework was implemented in the organization, and data arrived from this research were analyzed and used to finalize the theoretically proposed structural elements. Overall, the implementation of the proposed framework evaluated the Information System through the efficiency of the processes underlying the factors of the model, examining the effectiveness of the organization's information systems, and at the same time it identified points and areas for improvement.

KEYWORDS: Information Systems, Evaluation, Business Processes

SCHEDULING:

Thursday 7th October, 2021	17:15 - 19:00	VIRTUAL ROOM THU-3	GR

EA-24

The Application of Lean Management Methodology in Contemporary Business Management: A Qualitative Approach

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ABSTRACT

Today organizations operate in a service-based environment and they need to serve the demands of complex business needs. Lean is considered to be a process management philosophy which, through continuous improvements, tries to eliminate any kind of wastes found in order to maximize the value delivered to customers, by getting to them the right products/services, to the right place, at the right time and in the right quantity.

The last years there is a growing acceptance of the applicability of Lean tenets into various sectors different from manufacturing, from where it was first originated, and its implementation results are remarkable.

The objective of this study is to examine if the Methodology of Lean Management can be also successfully applied apart from the manufacturing sector in the field of contemporary Business Management by assisting organizations to improve their managerial and administrative processes and gain increased operational performance.

First of all, the main concepts, principles and tools of Lean Management and its application impact in an organization's operational performance are presented. Continuously, Lean Management implementation in two sectors of business management, HRM and Higher Education Administration, is examined. With the use of a qualitative approach, in-depth interviews to Lean experts are conducted in order to investigate whether Lean can be successfully implemented in the field of business management, to demonstrate a deeper understanding of what Lean actually is and how it can be adapted in an organization's business operation.

From this research's findings, we concluded that Lean can be successfully implemented in the field of business management and deliver to organization's enhanced operational performance. Also, we acknowledged that Lean is an organizational culture philosophy and only if organizations comprehend this could help them gain the anticipated operational results through its application.

KEYWORDS: Lean Management, Business Management, Qualitative Approach, Administrative Process Improvement

SCHEDULING:

Thursday 7th October, 2021	17:15 - 19:00	VIRTUAL ROOM THU-3	GR

EA-25

Systemic Approaches for Improving Business Procedures

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ABSTRACT

In this work we studied the process followed by a charter company of various units, types and sizes. The procedure has been recorded and detailed and its improvement has been proposed through the DCSYM Systemic Methodology process. DCSYM helped set up a dedicated Department to monitor and oversee the operation and effectiveness of this procedure. Especially through the improvement of this procedure, the benefits will be significant in human resources, in financial resources and of course in offering better and higher quality services to the citizens. Also for the solution of the obstacles that presented during the course of the project, the Systemic Methodologies VSM (use of VSMod software) and System Dynamics (use of Vensim software) were used. Finally, we present the conclusions, the innovation and the adaptability of the project in other aspects of the Economy.

KEYWORDS: Business Procedure, Systemic Methodologies, DCSYM,VSM, System Dynamics

SCHEDULING:

Thursday 7th October, 2021	17:15 - 19:00	VIRTUAL ROOM THU-3	GR

EA-26

A systemic resilience approach to dealing with sustainable workplace strategies.

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ABSTRACT

Workplace and facility managers are responsible for incorporating corporate drivers to get the desired outcomes preferred by the employers; however, they often have a linear view of the organisations. The prominence in the workplace efficiency and management is often the response to the incentives that individual systems components have. This paper argues that such an approach ignores how system components interact and how their intertwined systemic properties shape these interactions, leading to internal constraints on the perceived outcomes, notably sustainability of the workplaces. For now, and in crisis, workplace efficiency has been without considering the well-informed deliberate collective choice.

Organisational performance impacts the complex and interconnected systems of the world that deliver goods and services around the globe. While this approach has many benefits, the crisis such as Climate Change and Covid-19 show that it cannot provide resilience to the critical systems and impact other interrelated systems. A systemic resilience approach to workplace strategies makes workplaces sustainable and resilient for the future and serves other systems that interact with them.

This paper aims to investigate a range of corporate drivers and individual preferences in the context of agile working and workplace strategies. The complete understanding of such factors requires systems thinking and a transdisciplinarity approach. Systems thinking introduces a philosophical view to organisations as (a) holistic systems composed of different interconnected system-components and properties, (b) consciously organised processes involving several principles and use systems thinking as a language to discuss complex systemic issues, and (c) suitable in assessing the interconnections and multiple mutual relationships of system components that impact strategic decision-making.

A transdisciplinary approach is a combination of systems knowledge (e.g., survey questionnaire) and target knowledge (e.g., semi-structured interviews) investigating relevant stakeholders' perspectives on the issues of agile working to reveal the strategic reality of how the workplace strategies shape and impact their interactions with the other system components (or systems). Applying mixed methods, combining quantitative and qualitative research techniques, and assessing this information using 'Integrated Complex Adaptive and Socio-technical Framing' will identify individual and collective responses and

how these coordinated responses affect sustainable change (Thakore et al. 2021; Thakore 2016).

The systemic resilience approach allows the workplace strategic decision-makers to identify the key drivers, exchanges, and dynamics of the multi-dimensional nexus - economic activities, ecological constraints, social behaviour and influences, organisational behaviour and growth, cultural influences, and the political environment and many more - to help the decision-making processes for both employers and employees in the workplace in the co-created co-shared environment. The research findings inform the emerging trends (transformational knowledge) that are significant for relevant stakeholders. The emerging strategies help shape and select interventions strategically aligned to the desired performance of the system outcomes. Critically, this emphasises the importance of the system resilience approach to various shocks and stresses, allowing systems to address uncertainties and build capacity to emerging realities regarding the external and internal organisational environment, stakeholders need, and decision-making in more challenging futures.

KEYWORDS: systems, workplace, organisational, resilience, strategies, interconnected

SCHEDULING:

Friday 8th October, 2021	13:30 - 15:00	VIRTUAL ROOM FRI-1	EN

EA-27

The Methodology of Technical Thinking Systems

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ABSTRACT

The long absence of cardinal decision of one actual and unsolved Problems of manipulation robotics and prosthetic is - CAPTURE RELIABILITY OF NON- ORIENTED COMPLEX SHAPE OBJECTS - as the necessary stage of any object's manipulation in natural indeterminate surrounding. It has a negative impact on the expansion of using of manipulation robotics and prosthesis in Economy, Medicine, natural and extreme conditions for living.

The main reason for a long existence of the Problem is connected with the absence of active force projections of weight of any object in the new multitude of contact points (as the stage before object,s separation from initial position) and obligatory appearance of these active forces later as well as appearance of other passive forces in the contact points during at the stage of object manipulation due to objective physical laws.

The latest generates paradoxical situation when at first it is necessary to take decision on capture reliability in initial conditions (before separation of object) but then the realization of that decision takes place in another conditions.

Therefore manipulation possibilities of any robotics and prostheses can be realized successfully only in the shot frames of beforehand created or estimated determinate conditions by man. It is able to deprive robotics and prostheses of any autonomy in natural situations.

Biologists consider that possibilities of mammals to prognosticate any situation development by estimation of future events have provided their domination among any birds, reptiles and etc. Obviously well-known possibility of human transition from primitive levels of prognosis to high levels of one,s could contribute first of all human domination among of mammals.

The cardinal decision of mentioned Problem is based on simulation of only solution implemented by the Nature on human hand and associated with use of purposefully formalized interdisciplinary knowledge ad results of the experiment of revelation of functional principles of motor activity of human hand in the same situations.

The project " Artificial Intelligent Hand" as the example of Thinking Systems based on simulation of some methods of organization and functional principles of human hand in the system "Brush-Object" (B.O) using the simulation of afferent connections
(with it's synthesis) of human hand - as the result of simulation of spatial sense of touch of complex form objects. The project provides the possibility of as cardinal solution of the Problem and so increasing radius of sphere of manipulation in twice and more in 3D space There are no functional analogies in the World.

THE HEART OF THE METHODOLOGY IS APPLICATION OF SEMIOTIC STRUCTURE OF RELATIONS OF CONTACT POINTS as the symbiosis of information discovering geometrical

perspective of physical situations into the system ''B-O'' and semiotics discovering their semantics.
Above consists of some stages of determination of physical situations into system "B-O" , then simulation with cognitive analysis, using geometrisation of these situations. At the result there is the possibility to transform the information from status " closed" to status "opened" for our mind by using the images of information with creation endo-physical properties.

Thinking systems as the original systems of simulation of human information processes of decision taking cannot contain ahead the list of solutions with special algorithms of actions and so include the following features at autonomous level:
- purposeful determination of environment (situations) with it,s simulations at semantic and parametric levels,
- cognitive analysis of received information model of environment,
-estimation of received information model by comparison with the model of expected purpose at parametric level,
- prognosis the results of virtual actions of taken solutions with possible application of self-organization processes in case of negative results of prognosis,
--generation of adequate solutions and specific algorithms of actions.

So ability of THINKING SYSTEMS to identify and represent the semantics of external environment adequately to semantics of solving tasks at parametric level of thinking to professional level of thinking autonomously is the direct step from primitive level to professional level of thinking of Technical intellectual Systems.

The list
1. Anatoly Timofeev. Civilization and Technical Thinking Systems. ISBN 978-3-659--67185-2, LAMBERT Academy Publishing, Germany, 2015, 42 p.
2. A. Timofeev Artificial intellectual hand : EMCSR 2012 - European Meeting on Cybernetics and Systems Research, University of Vienna, Austria, 10-13 April, 2012

KEYWORDS: Robotics, capture, reliability, determination, image, semiotics

SCHEDULING:

Friday 8th October, 2021	13:30 - 15:00	VIRTUAL ROOM FRI-1	EN

EA-28

Science of systems and problem solving

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ABSTRACT

Observation of parts of the world tells us that there are objects and agents or 'parts of the world' in relationships recognised as wholes and can be seen as systems or structures in static (A) or in dynamic (B, C) state, the structural or systemic view (Korn, 2018). Here they are classified into :

1. Inanimate [A. rock, B. hurricane, solar system],
2. Animate [B. plants, animals, man [as individuals or groups at biological level] and C. man [at social level],
3. Artificial [A. products or artifacts like a bird's nest, hammer, book, ship, scientific theory, prayer (Simon, 1996), B. control and computer systems, manufacturing systems].

Animate and artificial, dynamic systems when operate in states B. and C. do so because of the 'complex networks of processes carrying influences and interactions' forming a whole that go on within. These processes have the characteristics :
I. Animate processes go on at molecular as well as macroscopic level in order to ensure survival and homeostasis or maintenance as individuals or groups,
II. Artificial and animate processes operate so as to achieve ambitions towards achievement of new states such as speed or temperature, convenience, power, high performance, new constructions of artefacts, machines, buildings, works of arts, intellectual works and manufacturing entities and so on, at individual and group levels which drive, or vice versa, inventions of artifacts or 'products' and development of novel ideas,
III. All processes produce irreversibility due to losses and imperfections resulting in generation of material waste and heat or entropy production (Prigogine, 1955, Korn, 1981, 2012).

These characteristics present animate and artificial dynamic systems with the problematic issues of 'how to survive, how to achieve ambitions and how to operate at constant temperature higher than that of their environment so that heat transfer can take place'. These 'issues' call for 'resolution', the alternative is extinction.

Perception and statement of a 'problematic issue' and its attempted 'resolution' is called 'problem solving' which is carried out in purposive configuration and is innate in animate things. Such a configuration is seen to consist of two parts:
A. The creative part : Recognition of an unsatisfactory state and its change to an envisaged, satisfactory state regarded as resolution,
B. The systemic or structural part : The means of accomplishment of the resolution.

Current 'problem solving methods' are descriptive and use vague diagrams, current 'systems thinking' is mostly speculative and fragmented into inadequate, outdated methods. A 'systems theory with problem solving as an integral part' is proposed:
1. Which consists of a unified, creative part and a structural or systemic part, and
2. In which the creative part is based on the notion of 'change of equilibrium' and the systemic part consists of 'three principles + linguistic modelling', it is rooted in accepted

branches of knowledge, teachable, integrates mathematical modelling and shows how to design systems and products.

However, it needs more peer evaluation, further development towards application to technical, biological, social and organisational problems and software development.

KEYWORDS: Problem solving, creativity, systems theory, linguistic modelling

SCHEDULING:

Friday 8th October, 2021	13:30 - 15:00	VIRTUAL ROOM FRI-1	EN

EA-29

Implementation of a smart platform for charging of electrical vehicles in super markets

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ABSTRACT

The ambition for the next decade is to be the most sustainable food retail company in Greece, with carbon neutral operation, inspire people to make healthier choices, increase product transparency, eliminate waste and increase the biodiversity.
In order to operate in a sustainable way with less impact on the climate change, it is necessary to develop a long term strategy which will be focus on the climate impact, on the workplace safety, on the human rights as well as on the product integrity.

Within last years the number of electrical cars has been increased in Europe in line with the policy of EU in order to reduce the greenhouse gas emissions from transport.

EU legislation has set targets to cut CO2 emissions from cars by 37.5 % and vans by 31 % by 2030 (EEA, 2019; EU, 2019). An increase in the uptake of electric vehicles could contribute to achieving these goals.

Due to the implementation of different technologies within last years there was installed differnt types of chargers that has increased the complexity of the whole system. Moreover, there is a compability issue between the different types of chargers and the management system of the company.

By using artificial intelligence (AI) we continue to educate customers and associates by promoting high level service in our stores and online. AI will helps us to manage in an efficient way all chargers which have installed in our stores.

Using the DCSYM and the VSM tools we are going to analyze the current situation of the charging procedure of electrical vehicles in super markets and we are going to show the communication flow between chargers, electricals, electrical grids, electrical providers and customers. The results of the DCSYM Methodology will help us to design an efficient sustainable strategy for the whole company in oder to achieve the long term science-based targets.

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

To conclude, in oder to develop a efficient and sustainable platform for electrical vehicles it is necessary to support the well-being of the communities we serve and enabling charging the electrical vehicles reducing GHG emissions across its value chain. Moreover, we are going to design and implement an sustainability policy in this system, setting achievable

long term science-based targets for energy use, and planning actions in order to reach them and measure the performance of this system. In addition to this we are going to implement new and smart technologies for a sustainable business model.

KEYWORDS: Retail market, Sustainability, Electrical vehicles, DCSYM, VSM.

SCHEDULING:

Friday 8th October, 2021	13:30 - 15:00	VIRTUAL ROOM FRI-2	GR

EA-30

Design a new logistics center under the current developments in the field of supply chain. Case study: Supermarkets

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ABSTRACT

The present paper examines the supermarket branch and, more specifically, how warehouse organization and logistics are applied in this particular domain. In order to perform said research, the study first explores the concept of the supermarkets' industry, their market, and the geopolitics involved. To further improve on the theoretical background, the study then explores logistics and, more specifically, the supply chain concept, the competitive advantage concept, and the basic principles and strategies of a supply chain, as well as performance management and supply chain quality. Then, the study examines business logistics, including inventory management and customer service, before finally studying warehouse organization –including stock allocation and general principles- as well as spatial and functional organization. The study then develops its methodology via use of the subjects of the literature review and a quantitative analysis through questionnaires given to 100 supermarket employees, concerning their collaboration and how the aforementioned subjects are applied in their respective workplaces. The research concludes that most of the participants support that their managers do not negotiate prices, but also are advisory members of the product development team and monitor the performance of the suppliers or even identify new better ones. In general, the employees evaluate their cooperation with the manager and the central warehouse as very good or excellent.

KEYWORDS: warehouse management, logistics, supermarket, Greece, price negotiation, supply chain management

SCHEDULING:

Friday 8th October, 2021	13:30 - 15:00	VIRTUAL ROOM FRI-2	GR

EA-31

Systemic thinking for creativity leads to successfull, responsible and sustainable global goals

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ABSTRACT

In recent years, Responsible and Sustainable Development has been the 1st global priority. To address the problems of humanity, the The United Nations (UN) reached an agreement in Paris in 2015, involving to achieve 17 sustainable development goals by 2030. A total of 193 Member States participated in Global Allied Strategic Targeting. E.g. One of the environmental objectives was NOT to increase the average global temperature by more than +2oC compared to pre-industrial levels. The limit was revised 3 years later by the Intergovernmental Panel on Climate Change (IPCC) setting a maximum increase of + 1.5oC .

The purpose of this scientific paper is to highlight Systemic Thinking through Creativity, as an alternative viable to innovative social impact, always in the context of Strategic Targeting of the Members for Responsible and Sustainable Development (R.S.D). Really, can creative breath: perception, thinking, mentality, management and problem solving, improve life on our planet today and for future generations? Global Targeting, today leads stakeholders to a targeted process of concluding and complying with international and national agreements: political, economic, social, environmental, etc. Thus they define Global R.S.D. (YBA the Greek akronimio) E.g. The European Green Agreement (ESG) from 12/2019 offers to members a strategy for fairer, more prosperous, resilient and greener Europe. In addition, Member States, in their quest for survival, govern and develop at national and collective level, strategically seeking recovery and progress. Directly, indirectly or together. For example, our country has recently taken Climate Change measures both in the context of the new European Climate Law but mainly due to catastrophic fires that hit the place this summer. The country had to act simultaneously in a National, Collective, Global System of Objectives. This complexity causes a chaotic, endless variety of complex, dynamic, intercorrelated / interdependent problems on the World Map. A chaotic system is created that cannot be managed from one point onwards. This is today's reality, the future of our children. Nowdays, we show incompetent managingskills with lack of current plans , or an alternative future PlanB. The targeting methodology followed by Planet Earth today fails to reach the desired results. In contrast,often things get worse instead of better. Even if they remained stable.

According to A. Einstein "No problem is solved at the same level of consciousness that created it." So something creative otherwise needs to be done. In the present scientific report, with Creativity as a general and under a systemic R.S.D mentality, as well as tools, methodologies, practices, we cause influence on the planet. We aim creatively otherwise: impact, footprint, results, benefits, for sustainable today and tomorrow. We systematically and creatively influence "otherwise" humanity. More specifically, we approach extensively: the importance of volunteering in people's lives, their correlation with social entrepreneurship and the efficient contribution of all persons to the Solidarity Economy in

the 3rd Pillar of society. In conclusion, everyday simple things "creative αλλιώς" can bring huge upheavals of life on the planet. Systemic thinking through creativity is able to highlight techniques of real importance: beauty, joy, peace, happiness, etc. things beyond the mind. Outside the framework of deterministic intellect and rational perception. Besides "Logic takes you from A to B, imagination takes you everywhere" (A.Einstein)

KEYWORDS: Goalsetting, Nation Union, Systemic Systainability Responsibility Development

SCHEDULING:

Friday 8th October, 2021	13:30 - 15:00	VIRTUAL ROOM FRI-2	GR

EA-32

Public Administration and Crisis

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ABSTRACT

Reforms in EU member states as well in Greek public sector are based upon the Refit system. Main purpose is the "catharsis" of Greek public sector in order to reduce the deficiency of General Government according to the MO's programs. That caused redundancy, mobility, availability of the public servants. The main purpose is to regulate the state upon principles appropriate to the agreed objectives of Lisbon treaty that must be flexible. This kind of flexicurity is based on a highly competitive social market economy via the precarity system in order to diminish the economic crisis.

KEYWORDS: public sector, civil servants,employment-precarity job system

SCHEDULING:

Friday 8th October, 2021	13:30 - 15:00	VIRTUAL ROOM FRI-2	GR

EA-33

Artificial or Computational Creativity and its Definition

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ABSTRACT

Artificial or Computational creativity is the science and engineering of computational systems that exhibit behaviors of computation that human observers when analyzing their output artifacts would consider them to be creative. Artificial Intelligence researchers have tried to model creativity and propose a definition of Artificial Creativity. There are at present no conclusive tests of general acceptance of whether a computational system exhibits creativity i.e that it really generates artifacts such as original theories, texts, systems, pictorial entities and other art objects or processes of system organization and product manufacturing.

Many Artificial Intelligence researchers are trying for some decades to achieve the difficult goal of specifying appropriate criteria for deciding whether a computer system is creative. Some researchers consider that Artificial Consciousness is a necessary prerequisite of Artificial Creativity. The Global Workspace model of Artificial or Machine Consciousness has been proposed as a basis for modelling Creative Cognition. An open issue is whether a finite state automaton model of Artificial Consciousness may be designed that exhibits Artificial Creativity. A basic product of a creative process is an original. novel or creative idea. A creative idea may be defined as novel, surprising, and valuable.

Since Creativity is a fundamental feature of human intelligence it is an inescapable challenge for Artificial Intelligence research. The concept of "novelty" may be distinguished in two importantly different senses. An artifact may be novel in reference to the mind of the individual or a computer system or, so far as we know, to the whole of previous human history. The ability to produce novelties of the former kind is called P-creativity (P for psychological) and the latter H-creativity (H for historical). P-creativity is a notion fundamental than H-creativity which be considered a special case.

Artificial intelligence concentrates primarily on P-creativity so that when it manages to model this effectively then artificial H-creativity may occur in some cases of advanced systems. it can be argued that a creative computational system must possess may be all of the cognitive capabilities of humans but this requirement renders the Artificial Creativity a very difficult task since full knowledge and modelling of human cognitive is at present impossible.

The Lovelace Test is a test proposed for testing the creativity of a computer system . This test asks an artificial agent to create a wide range of types of creative artifacts (e.g., paintings, poems, stories, architectural designs, etc.) that meet requirements given by a human evaluator. A limited form of this test asks an artificial agent to generate a single type of artifact. The creation of certain types of artifacts, such as stories in particular, may require many human capabilities.

An artificial agent a passes the Lovelace Test if and only if:

- a creates an artifact o of type t,
- o conforms to a set of constraints C where C is any criterion expressible in natural language,
- a human evaluator h, having chosen t and C, is satisfied that o is a valid instance of t and meets C, and
- a human referee r determines the combination of t and C to not be impossible.

An evaluator is allowed to impose as many constraints as he or she deems necessary to ensure that the system produces a novel and surprising artifact.

KEYWORDS: Computational Creativity, consciusness, intelligence, invention

SCHEDULING:

Friday 8th October, 2021	15:30 - 17:00	VIRTUAL ROOM FRI-2	GR

EA-34

Insights on systemic decision making using system dynamics for business creativity

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ABSTRACT

Abstract

In this work an attempt was made to create a strong theoretical infrastructure, which can be used as a management platform to understand the mechanisms and reasoning of the whole issue of Decision Making Process / Decision Making System, to demonstrate the complexity and uncertainty that characterize them, but also to lay the foundations for the creation of a verbal algorithm, which will support effective and efficient Decision Making.

The Decision Making Process is an issue of uttermost importance for any human activity and, in addition, it occurs continuously and, therefore, the total worldwide induced energy "load" to support Decision making and apply Decisions is enormous.

1) Analysis of "Systems' Reaction Algorithm" to Environmental Changes

To create the above mentioned infrastructure, we chose to proceed with the progressive construction of basic concepts and correlations.

To do this, we choose to present and correlate the fundamental concepts: System - its internal structure and correlation with the environment, Problem - "Decision", the consequences to the System structure and internal links induced by the Decision Making Process and all these in relation to space-and time. Finishing our introduction, the properties of complex concepts: man - society - science – agent, which are actively involved in shaping the final result of the System's interaction with the Environment.

The work begins with the presentation of the structure of a complex System, which interacts with its environment. The algorithm of the effect of the changing environment is described, the reactions of the System to balance it with the requirements of the rest of the environment are interpreted and the required process of adaptation of the System is briefly presented. Then we proceed with the presentation and discussion of the references associated with the fundamental concepts: "problem" - "decision" and the methodologies "forward process (decision) testing algorithm" and "backward process (decision) testing algorithm", using appropriate examples. This entire process from now on will be called "Systems' Reaction Algorithm". Also, reference is made to Systems involved in situations, whose management allows the use of previously found problem's-solving algorithms (decisions), and in situations whose management requires an almost instant selection of the proper problem's-solving algorithms.

Then, in order to analyze the Decision Making System (the whole Decision Making Process) that supports complex Systems, where "soft" Subsystems (eg people and / or groups of people) are involved in their structure and operation, we introduce the concepts: science - scientist - expert and we present the procedures of a System's reconstruction,

while this System reacts to the changes of its environment in order to achieve its successful integration with the environment.
The concept of Effectiveness and efficiency of those involved in the Decision Making Process, the creation of Reaction Algorithms and their implementation is investigated.

2) Analysis of a System's Decision Making Process in Space and Time in conjunction with the Soft Subsystems Infrastructure and existing "Case Handling Packets"

After the need for the participation of sufficient and time effective subsystems has been demonstrated, the overall Decision-Making Process is presented, placed in space and time, while this Decision-Making Process and the whole System are in continuous interaction with the environment.

Here the concept of "Attenuation" is introduced and developed in multiple interrelated areas: "Communication Subsystem", "Information Synthesis / Promotion Subsystem", "Decision Making Subsystem", "Decision Control Subsystem", "Implemented Subsystem", "Selected Decision" Decision Implementation Control Subsystem "," System Operation Coordination Subsystem ", which controls the result of the "Decision" and, conditionally, initiates a feedback based process of making an improved decision.

Continuing this part of the work, the concept of "Snapshot", which contains the ultimately selected set of initial conditions and the Reaction Algorithm of the initial application of the "Decision", is introduced and developed.

The work continues with the introduction of the concept of "Ready to Use Packages", their operating mechanism and their correlation with the involved process executors of the System. Cases and effectiveness of the "Packet Based Decision Approach" are studied.

3) System's Reaction Algorithm selection supported by System Dynamics Modeling

The final part of this work includes a discussion of how effectively System Dynamics can support the (pre) estimation of the consequences / results to the System induced by an specific environmental change and/ or by a related Reaction Algorithm.

The tools of Systemic Dynamics allow for timely, safe and economical applications of (attenuated) models of Reaction Algorithms. and we will demonstrate this , with screenshots of a Vensim Model developed to handle the classic archetype "Delayed Reaction to Environmental Changes" and provide an assessment of the consequences / results of a specific environmental change and a selected Reaction Algorithm.

KEYWORDS: problem, decision, attenuation, snapshot, algorithm, system

SCHEDULING:

Friday 8th October, 2021	15:30 - 17:00	VIRTUAL ROOM FRI-2	GR

EA-35

Exploring the Total Quality Management implementation in Professional Sport Clubs

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ABSTRACT

Total Quality Management (TQM) theory was adopted and implemented by various industries around the globe, aiming at continuous improvement, effectiveness, and competitiveness. TQM is a systemic management approach, which considers the human factor critical for business success. The general notion of TQM is the continuous improvement with the active participation of all employees in the organization's activities, operations, and decisions. The organizations' benefits emanating from the TQM application are internal and external, financial and non-financial, including customer and employee satisfaction, improved performance, positive societal impact, etc.

The sports industry has raised the interest of academics and managers concerning the applicability of TQM methodologies and techniques in this industry. Particularly, professional sports clubs (football clubs, basketball clubs etc.), could provide researchers with remarkable results in terms of quality management implementation.

The present study aims at presenting the benefits derived from the implementation of TQM in professional sports clubs and pinpointing the possible impediments of TQM application. It also identifies the Critical Success Factors (CSFs) of the TQM implementation in professional sports clubs. For the purpose of this study, a systematic review of literature of peer-reviewed journal articles and studies in TQM, quality management, sports management and sports administration was conducted.

The findings indicate that professional sports clubs can benefit from the implementation of TQM methodologies and techniques by making critical changes in order to (a) be quality-oriented and sustainable, and (b) eliminate the impediments of TQM application. Some of the impediments that were identified are, namely: corruption, owners' influence in management and administration matters, and lack of transparency. On the other hand, the benefits emanating from TQM implementation are numerous and significant, including better organizational performance, enhanced sports academies- the cradle of professional sports clubs-, maximum exploitation of facilities, fan satisfaction, through the effective Customer Relationship Management (CRM) system, enhanced brand name, developing Corporate Social Responsibility policies that create or improve the relations with the society, etc.

The CSFs that were identified combine both the particularities of the professional sports clubs, in terms of management and administration, and the TQM methodologies and techniques that overcome such particularities. Specifically, they consist of: leadership

engagement to quality, development of a clear organizational structure, employees' involvement and commitment to quality, and effective resource allocation.
If sports managers understand and implement TQM methodologies and techniques, the professional sports clubs will establish a more efficient management system that contributes to their business sustainability.

KEYWORDS: Total Quality Management, Professional Sports Clubs, Critical Success Factors, Sports Management

SCHEDULING:

Friday 8th October, 2021	15:30 - 17:00	VIRTUAL ROOM FRI-3	GR

EA-36

Systemic Design for Digital Transformation in SMEs

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ABSTRACT

Radical changes in the business and technology sector are affecting Small and Medium-sized Enterprises (SMEs), which are required to demonstrate great adaptability. This paper aims to study the ways in which digital transformation benefits the growth of SMEs. The methodology used to answer the above research question is comprised of both literature review and a case study. The main concepts of this study, such as the importance of digital transformation, its perks and challenges when applied to SMEs, as well as the proposed frameworks for a successful digital transformation, are addressed through literature review. In order to examine further, a case study was conducted for a medium sized enterprise which operates in the hospitality sector, located in Messinia, Greece. The case study utilizes various Systemic methodologies and their tools, namely DCSYM (DCSYM case tool), Viable System Model (VSMod) and System Dynamics (Vensim). Applying the third mentioned methodology, the author created a model attempting to simulate the current situation of the business. The comparison between two Vensim model simulations, one of which included a budget dedicated for digital transformation, showcased that the investment in digital transformation can empower the market presence of the enterprise, augment its processing capabilities and reduce processing strain. Through DCSYM and Viable System Model, the System under examination, its viability and its containing Subsystems along with their relations, were analyzed. This Systemic analysis indicated that digital transformation can achieve the above only when it has resulted from strategic planning, in accordance with business strategy and goals. It is evident that the complexity of the research question called for a Systemic approach, which is ideal for multi-actor problems, as it also considers the human factor and the element of communication. In view of the above, proposed future research could study the formation of a Systemic multimethodology for digital transformation design and application in SMEs.

KEYWORDS: Digital Transformation, SMEs, Systemic Analysis

SCHEDULING:

Friday 8th October, 2021	15:30 - 17:00	VIRTUAL ROOM FRI-3	GR

EA-37

Apply systemic design thinking in S.M.E.'s

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ABSTRACT

In attempting to define systemic thinking design, we find out that it is a superior concept than the design itself regarding the manufacture of products so that they are desirable, as well as than the creation of more attractive services to users. It is considered the quintessentious transformation of systemic thinking itself in the creation of goodwill for each company. It is the core of effective development, the strategy to be followed and the organizational change that will take place.

Systemic design is multidimensional, because it is not only based on logic, it encapsulates the imagination, cultivates intuition, the perception of reasoning, expanding the possibilities of benefiting the user (customer) in cost and time. But even from people who are not trained or skilled to use systemic tools in order to utilize them in a wide range of challenges. It is more about a mindset of thinking about the solution rather than the action-oriented problem, taking advantage of analysis and imagination. The reasoning of systemic design aims to create an improvement in the quality of human life and the planet at the same time.

A lever and a major driving force for the prevalence of the adoption of systemic design is the accelerating rate of change in business and society caused by advances in technology. Since companies rely more on software while increasing the rate of change and by extension the degree of their complexity.

Companies' commitment to finding solutions without a clear and dogmatic "tack guide" encourages gradual innovation and escalates creativity in organizations. First of all, we should describe the benefits, the possibilities, any gaps in their adoption and, to a large part, the diversity of the creative design models(DT vs ST).Secondly, we will explore how the two frameworks of thought can be combined in order to mitigate their weaknesses by examining the specific mechanisms.

Design Thinking is a great tool, but it encounters limitations in complex problems with many stakeholders. The Thinking Systems methodology may support this need, but how the two should be mixed remains largely unclear. Systemic design thinking is a useful tool for understanding, creating, simplifying processes and improving customer experiences. In addition, design thinking minimizes risk, reduces costs, improves speed and gives energy to employees

Design thinking succeeds when it finds ideal solutions based on the real needs of real people.

KEYWORDS: Design thinking, S.M.E's, System thinking, creativity

SCHEDULING:

Friday 8th October, 2021	15:30 - 17:00	VIRTUAL ROOM FRI-3	GR

EA-38

The impact of teleworking with digital collaboration tools on work engagement and technostress. The case of an Information and Communication Technology company in Greece.

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ABSTRACT

Technostress is an emergent phenomenon linked to the widespread use of technology and digitalisation which has risen dramatically in recent decades as a result of the massive increase in Telework usage. However, in addition to the negative impacts such as Technostress, the rising usage of teleworking and, as a result, the employment of new generation Digital Collaboration Tools (DCT) can also generate well-being feelings such as Techno-Work Engagement. This cross-sectional observational study intends to find out how and if stress from technology usage or well-being feelings affects a teleworker in the Greek ICT Industry.

A combination of previously designed and verified questionnaires were used to collect primary data. The questionnaires were converted into an online format and emailed to employees of one of the top five listed Greek IT services companies in terms of revenue. As literature review reveals that gender is of paramount importance, it was preferred stratified sampling method in order for the sample to be representative for the Greek ICT Industry.

The sample consisted of 117 people in a total of 130 employees of the researched company (90% response rate). The proportion of the sample was 14.5% women and 85.5% men similar to that of the population working in ICT companies in Greece. The dependent variables for Technostress were selected to be the two techno-stressors Techno-Overload and Techno-Invansion. For Techno-Work engagement, the corresponding depending variables were Techno-Work Engagement aspects Vigor, Dedication and Absorption.

In the results of the non-parametric tests performed, there was not found statistical significance between the employees Gender nor Intention of Teleworking and Techno stressors scales in contrast with researches that has been conducted in a different context. Nevertheless, it indicated that older employees (>54 years) as opposed to younger employees, forced to change their work habits due to teleworking with DCT which is a sign of techno-overload (p=0.039).In addition, the findings that was relevant with techno-work engagement were rich and show a positive influence on women teleworkers with items from all three aspects of techno-work engagement. A strong statistical significance (p= 0.019) was also indicated to younger employees (19-34 years) instead of older (>54 years) and Techno-Work engagement Vigor.

According to the results of this research, teleworking with DCT is probably more beneficial than harmful to employees of Greek ICT Industry. The results of the present study can be used as a guide for further research about the impact of Teleworking with new Digital

Collaboration Tools to employee's psychology in this modern working environment.

KEYWORDS: Teleworking, Telecommuting, Work from Home (WFH), New Ways of Working (NWW), Technostress, Work Engagement, Techno-Work Engagement.

SCHEDULING:

Friday 8th October, 2021	15:30 - 17:00	VIRTUAL ROOM FRI-3	GR

EA-39

Entrepreneurship & E-commerce in the time of Covid-19

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ABSTRACT

During the last few months, the business world faces great challenges due to the Covid-19 pandemic. At this time, companies are experiencing major changes in their external environment and as a result, they need to formulate appropriate business activities in order to remain sustainable. The digital transformation of businesses and e-commerce create new business models and provide solutions to entrepreneurs who want to adapt to the new external environment.
E-commerce refers to "using the Internet and other networks to purchase, sell, transport, or trade data, goods, or services". In the last few years, e-commerce has a rapid growth as it offers many advantages to entrepreneurs like global reach, cost reduction, 24/7 availability, etc. Especially during the period of lockdown, e-commerce was the only option for many businesses.
This paper studies the external macro-environment of the e-commerce industry in Greece. A PEST analysis is conducted in order to examine the political, economic, social and technological factors that affect either positively or negatively the e-commerce industry. The study indicates mixed results. There are significant threats that Greek entrepreneurs have to overcome, but at the same time, there are great opportunities.

KEYWORDS: E-commerce, entrepreneurship, Covid-19, PEST analysis, Greece

SCHEDULING:

Saturday 9th October, 2021	13:30 - 15:00	VIRTUAL ROOM SAT-3	GR

EA-40

Environmental and financial sustainability in post-COVID-19 word in Greece: A Preliminary analysis

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ABSTRACT

The coronavirus pandemic has severely damaged the world and its impact has affected almost all aspects of our society. The deviation between actual and forecasted global income for 2020 and 2021 will be enormous due to the negative impact of the COVID-19 pandemic. While it was obvious that most of the countries were unprepared for such a wide range of challenges, it was also clear that would be the moment of compulsory and under pressure implementation of innovative actions. Most of the aforementioned activities with the appropriate support could be the catalyst for the transformation of our society in order to achieve environmental and financial sustainability.
The situation will be more uncertain and difficult for Greece which is struggling with a high debt burden and the labor supply was severely hit from the pandemic. It is clear that companies should implement business continuity plans in order to ensure their readiness for disruption and prioritizing critical business activities. In addition, Greek Government should implement support programs and actions to turn aside any constrains and mitigate the economic implications. Moreover, it seems more important than ever for the companies to focus on eco-efficient and innovative practices in order to maintain or achieve the creation of competitive advantage.

KEYWORDS: Environmental Strategy, Innovative Practices, Sustainability, Competitive Advantage, Firm Performance, post-COVID-19

SCHEDULING:

Saturday 9th October, 2021	13:30 - 15:00	VIRTUAL ROOM SAT-3	GR

EA-41

The impact of Covid19 pandemic caused in an HR department of a Greek Chain Supermarket (wholesale)

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ABSTRACT

The object of this work is to present the implementation of systemic approaches, in order to form the human resources departments in the wholesale company of a large supermarket chain.

Initially, a presentation of the company and its visions is made, followed by the organization chart of the wholesale department.

In continuation, there is an analysis of the organization chart for the Human Resources department, which is the focus of this study - how it was before the outburst of covid-19 (until 03/2020) and how this department was affected until today after the drop in turnover happened. A detailed picture of the changes brought to the department in terms of communications both inside and outside the department, the inability to control because there was a redistribution of roles due to staff reductions, the insecurity of superiors and subordinates and in general the interactions.

The concept of the system and the systemic methodologies used for the depiction and analysis of the structures of the company are analyzed and the study is carried out in the case of the human resources department of the company, with illustrations and organizational charts containing the proposed improvements, in order to make the department more effective without demand for new resources, redesigning the department or creating new roles, which will help in the training and the smooth operation of the business. Comparisons are made through DCSYM and VSM, which played a key role in the development of such a study as they help capture all the functions of the carrier without having to expand to more than one design sheet to study the actual conditions of the company. At the same time this design shall be readable by everyone.

Finally, the modeling of the procedures of the Human Resources Department is presented, which helps us in forecasting the total expenses in the long run depending on the needs of the Personnel, its training and other parameters, with the ultimate goal of making decisions timely and correctly.

KEYWORDS: Supermarket,Greek,HR,Covid,methodologies,DCSYM,VSM

SCHEDULING:

Saturday 9th October, 2021	13:30 - 15:00	VIRTUAL ROOM SAT-3	GR

EA-42

Citizen's risk perception in COVID-19 situations: A systemic approach to reducing social vulnerability in Greece

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ABSTRACT

Natural and anthropogenic disasters are dangerous crisis situations, including the coronavirus pandemic (COVID-19), leaving thousands dead, but also threatening the lives of millions across the country.

The purpose of this research was to collect and survey the perception, but also the level of information and awareness of the citizens about the situation of the COVID-19 crisis. Furthermore, the study aimed to aware the participant's confidence in the existing treatment framework, government measures, including policies, interventions and communications, and finally to measure the degree of how the people that took part in the research perceived the measure of vaccination as a panacea to cope with the pandemic effectively.

KEYWORDS: Civid-19, risk, hazard, vulnerability, risk perception, discovery and recovery.

SCHEDULING:

Saturday 9th October, 2021	13:30 - 15:00	VIRTUAL ROOM SAT-3	GR

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