**Hellenic Society
for Systemic Studies (HSSS)**
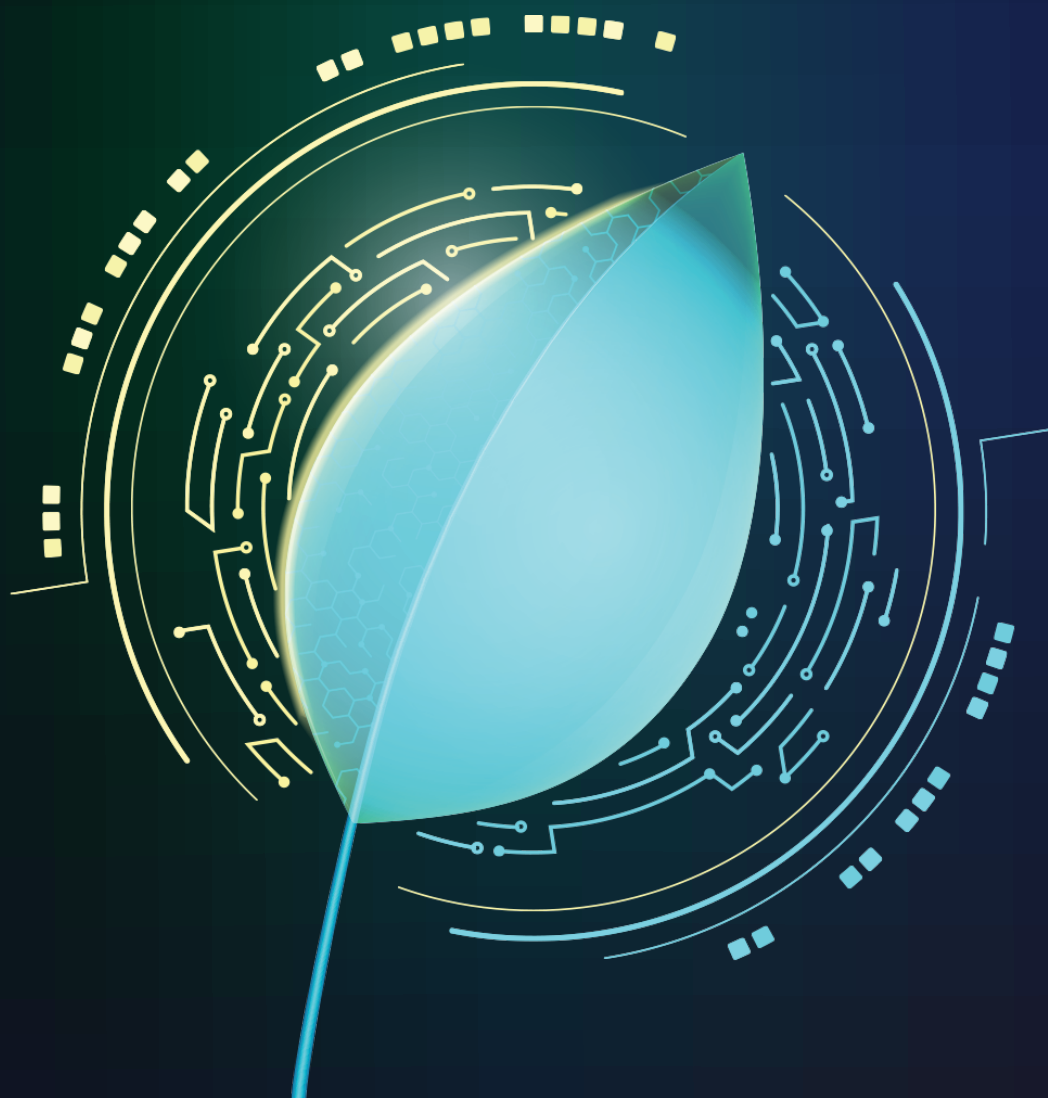
**University of Piraeus,
Depart. of Tourism Studies**

19th HSSS National & International Conference

SYSTEMIC DIGITAL TRANSFORMATION IN CONTEMPORARY BUSINESS ECOSYSTEMS

P R O G R A M & A B S T R A C T S

www.confe.hsss.eu

Online Attendance

11-14 Oct 2023

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email: info@hsss.gr

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Professor Nikitas Assimakopoulos
University of Piraeus

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Welcome Note

Systemic Digital Transformation in Contemporary Business Ecosystems

We would like to invite you to the 19th Hellenic Society for Systemic Studies (HSSS) National & International Conference, joined organized with the Department of Tourism Studies, University of Piraeus. Supporter of the Conference is the Administrative Chamber of Greece.

The Conference is online, from 11th to 14th October 2023, Piraeus, Greece.

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

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

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

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

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

The prominent national and international invited speakers in the scientific program, the exciting professional panels, the professional round table, and the professional workshop will attract the attention of a large number of our colleagues. Further, the members' participation, including the Association Française de Science des Systèmes (AFSCET), The Cybernetics Society (CYBSOC), the Associazione Italiana per la Ricerca sui Sistemi (AIRS), the Hellenic Society for Systemic Studies (HSSS), the Asbl Systèmes & Organisations (S&O), the Sociedad Española de Sistemas Generales (SESGE) International Federation for Systems Research (IFSR), the International Academy of Systems and Cybernetic Sciences (IASCYS), the World Organisation of Systems and Cybernetics (WOSC) together with renowned consultancy firms of national and international stature, will allow the organization of a very successful and memorable event in the history of HSSS Conferences and EUS Congress.

Who should attend?

- Academics: Communicate your research results with colleagues around the world.

- Members of National and International Organizations.

- Consultants: Present the power of systems thinking, modeling and simulation in your applied, client-oriented work.

- Practitioners: Show modeling and simulation at work in your organizations.

- Graduate students: Share your developing research in a constructive environment.

- Undergraduate students: Have a good experience within a challenging and professional environment.

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

Piraeus 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
Assistant Professor Ioannis Katsanakis
Dept. of Tourism Studies, University of Piraeus,
HSSS & CSAP Mastering Program
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Chair for the Organising Committee
Mr. Nikolaos Zoannos
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President of EUS and HSSS
Professor N. Assimakopoulos,
Department of Informatics,
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Greece.

Acknowledgements

The Board of Directors of the
Hellenic Society for Systemic Studies
and
the Organizing Committee of the 19th National & International Conference
would like to thank

all those who have contributed to

ensure the conference come to success;

reviewers, presenters, authors, sponsors,

support team and other conference assistants.

Sponsors

University of Piraeus

Department of Informatics, University of Piraeus

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Brief Program

Wednesday 11th October, 2023

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

Thursday 12th October, 2023

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Brief Program

Saturday 14th October, 2023

10:00 - 11:30   KEYNOTE ADDRESSES

11:30 - 11:45   SHORT BREAK

11:45 - 12:00   CSAP CERTIFICATIONS

12:00 - 12:45   HSSS 20 YEARS & FHSSS AWARDS

13:00 - 14:30   CELEBRATION MEAL

Program Timetable
Wednesday 11th October, 2023

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

09:30 - 10:15 🇬🇧	**VIRTUAL ROOM WED-1**	Wednesday 11th Oct.
	OPENING CEREMONY WITH SALUTATIONS	
	Chair: Mr. Nikolaos Zoannos	
	Opening and Salutation by **Mr. Nikolaos Zoannos**, Chair of the Conference Organizing Committee and Member of HSSS	
	Salutation by the President of the European Union for Systemics and President of the HSSS, **Professor Nikitas Assimakopoulos**, University of Piraeus, Greece.	
	Salutation by the Chair of the Conference Scientific Committee **Assistant Professor Ioannis Katsanakis**, University of Piraeus,Greece.	
	Salutation by the General Secretary of the European Union for Systemics, **Professor Damien Claeys**, Université Catholique de Louvain (UCLouvain), Belgium.	
	Salutation by **Dr. Stergiana Giannakou**, 1nd Vice President of HSSS	

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

10:15 - 11:45 🇬🇧	**VIRTUAL ROOM WED-1**	Wednesday 11th Oct.
	KEYNOTE ADDRESS	
	Chair: Prof. Nikitas Assimakopoulos, Mr. Nikolaos Zoannos	
KN-01	Rethinking Systems Thinking: Towards an Anticipatory Systems Perspective	
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11:45 - 12:00	**SHORT BREAK**

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

12:00 - 13:30 🇬🇧	**VIRTUAL ROOM WED-1**	Wednesday 11th Oct.
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	Chair: Prof. Nikitas Assimakopoulos, Mr. Nikolaos Zoannos	
KN-02	Drawing Lessons from the English Apprenticeship Model	
	Maya Vachkova	
KN-03	Is digital transformation empowering or suffocating us? A critical systems heuristics perspective	
	Roelien Goede	

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

14:00 - 15:30	**WORKSHOP AND PARALLEL SESSIONS**

14:00 - 15:30	**VIRTUAL ROOM WED-1** Wednesday 11th Oct. **WORKSHOP** *Chair: Panagiotis Kalofonos*
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	Aspects of Global Thinking ***By Prof. John Thanopoulos***
	Perspectives of a changing world ***By George Chrysovalantis Chandrinos***
	Shareholders' Human Rights. Two sides of the same coin? ***By Despoina Caminis***
	Human Intelligence, Artificial Intelligence, and Business Ethics ***By Mr. Andreas Drivas***
	Transformation happens! By Nikolaos Papazoglou
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EA-01	Climate Change & Digital Transformation ***Stavroula Chatzigeorgiou, Iliana Christou, Martha Plexida***
EA-02	Green Economy & Digital Transformation ***Iliana Christou, Martha Plexida, Stavroula Chatzigeorgiou***
EA-03	The ECODENT Model for Enhancing Pro-environmental Behaviors in Dentists ***Maria Antoniadou, Panagiotis Papaioannou***
EA-04	Exploring the Slow Tourism Experience: Insights for Slow Tourism Development ***Dimitrios Chountas***

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

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

15:45 - 17:15 🇬🇧	**VIRTUAL ROOM WED-1** Wednesday 11th Oct. **WORKSHOP** *Chair: Panagiotis Kalofonos*
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EA-05	Exploitation of the New Business Models in Agritourism Businesses and Organizations *Aikaterini Griva, Georgia Zouni*
EA-06	Resilience and Sustainability in Contemporary Tourism Ecosystems: Developing a holistic conceptual model *Varvara Bampa, Georgia Zouni, Ioannis Katsanakis*
EA-07	Resilience in Tourism and Destination Branding. Case study: The city of Kalamata, in Messinia, Greece *Maria Sipsa*
EA-08	Systemic Digital Transformation in Tourism: A conceptual framework *Ioannis Katsanakis*

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

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

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KN-05	How Soft-BPM contributes to improve the effectiveness of BPM´s projects *Ricardo Rodriguez Ulloa*

17:30 - 19:00 🇬🇷	**VIRTUAL ROOM WED-2** Wednesday 11th Oct. **Extended Abstracts Presentations** *Chair: Elefherios Kakavoulis*
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EA-10	Systemic Analysis in Hellenic Insurance Brokers ***George Nik Charamis***
EA-11	Application of systemic methodologies in the digital transition and digital transformation of a large public Organization ***Olga Vasoglou***
EA-12	A systemic approach to understand and analyze the correlation between Energy and Time required by a multinodal multifunctional Dynamic System to carry out an assigned Task to it. Application area: The integration of Digital Technologies and Information Systems into real world Functional Systems and its "energy related" consequences ***Antonios Dragonas, Dionysia Dragona***

Program Timetable
Thursday 12th October, 2023

10:00 - 11:30	**KEYNOTE ADDRESSES**

10:00 - 11:30 🇬🇧	**VIRTUAL ROOM THU-1** <div align=right>Thursday 12th Oct.</div> **KEYNOTE ADDRESSES** *Chair: Prof. Nikitas Assimakopoulos, Mr Panagiotis Kalofonos*
KN-06	Developing a contemporary Systemic Leadership Training program *Athanasios Kriemadis*
KN-07	Between economic arena and conversational agora. The effect of the attention economy on the smart city *Damien Claeys*

11:30 - 11:45	**SHORT BREAK**

11:45 - 13:15	**KEYNOTE ADDRESSES AND PARALLEL SESSIONS**

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KN-09	Transcending system thinking: embracing wholeness and what's love got to do with it *Louis Klein*
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EA-14	Systemic management of dynamic departments *Christos Kizos*
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13:30 - 15:00	**WORKSHOP AND PARALLEL SESSIONS**

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EA-18	Rolling out the red carpet for Future-Ready Metaverse Entrepreneurs: An investigation based on an integrated adoption intention framework ***Saima Kareem***
EA-19	A Study of Viral and Social Media Marketing Effects: Instagram's Role in Purchase Intention of Gen Z ***Akanksha Chaudhary, Sumedha Agarwal***
EA-20	E-government and citizen participation in Democratic South Africa ***Umoh Samuel Uwem***

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WS-03	Resilience Aspects' Role on Systemic Digital Transformation in Contemporary Business Ecosystems ***Efthymios Ev Charokopos, Ioannis Harlas, Konstantinos Voskakis, Anthimos Alexandros Tsirigotis, Konstantinos Panagiotis Alexopoulos***
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	Multidisciplinary Approach to Situational Understanding (SU) ***Konstantinos Voskakis***
	Resilience Thinking in Contemporary Business Ecosystems Understanding the reasons and drivers of change in organisations: The case of North Atlantic Treaty Organisation (NATO) ***Anthimos Alexandros Tsirigotis***
	Digital Transformation in Contemporary Business Ecosystems to fortify Resilience, in the area of Climate Change, Natural Hazards and Pandemic Risks ***Konstantinos Panagiotis Alexopoulos***

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

15:30 - 17:00	**PARALLEL SESSIONS**

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	Victoria A. Zgouva
EA-22	Digital Transformation of an Organization's Sociotechnical Infrastructure: A Systems Approach
	Dimitrios S. Varsos, Stergiani A. Giannakou, Maria E. Giannakaki, Nikitas A. Assimakopoulos
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	Maria E. Giannakaki, Stergiani A. Giannakou, Dimitrios S. Varsos, Nikitas A. Assimakopoulos
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	Chryssa Konstantopoulou, Sotirios Varelas
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EA-26	Smart technologies and sustainability, the way to develop a Smart destination
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17:00 - 17:15	**SHORT BREAK**

17:15 - 19:00	**WORKSHOP AND PROFESSIONAL PANEL**

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	Andreas Maniatis

WS-05	Human resources and organizational evaluation and Total Quality Management in the Public Sector ***Konstantinos Th. Papadimitriou, Athanassios Kriemadis, Apostolos Papatolias, Christina Mparmparoussi, Sotiria Christopoulou***
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Program Timetable
Friday 13th October, 2023

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KN-11	Hybrid virtual asynchronous processes are imperative to engage thousands of stakeholders in Structured Democratic Dialogue **Yiannis Laouris**	

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11:45 - 13:15	VIRTUAL ROOM FRI-1	Friday 13th Oct.
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EA-29	Literature review in the Gaming Industry: The Struggles and Future of AAA Publishers **Christos Manglaras, Jenny Pange**	
EA-30	Leveraging Systemic Methodologies and System Dynamics in Modern HR Practices and Talent Acquisition **Vasiliki Messini, Sotiris Messinis**	
EA-31	Methodology for effective management of risks that take place in Intensive Care Units (ICUs) of health units: A systemic approach **Ioannis Drakos, Aikaterini Drakou, Vasiliki Drakou, Krystallo Kedra**	

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EA-33	Systemic Analysis for sustainable energy autonomous small islands **Michalis Bratitsis**	

EA-34	Structural change and use of modern technology in the First Line Operations department (NOC) of Victus Networks. Modelling of the department's monitoring centre management using DCSYM and VENSIM. *George K Anagnostopoulos*
EA-35	Exploring Digital Technology and Sustainable Development Integration in a Shared Data Environment: A Conceptual Framework on the Retail Sector *Asterios Stroumpoulis, Ioannis Katsanakis, Evangelia Kopanaki*

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13:30 - 15:00	**PARALLEL SESSIONS**

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EA-37	A Reappraisal of the Relationship between Technological Innovation and Sustainable Development: An innovation-centered approach *Konstantina K. Agoraki, Andreas E. Fousteris, Georgios A. Deirmentzoglou*
EA-38	Entrepreneurial and Managerial Attitudes towards Sustainability: The Influence of Cultural Values *Georgios A. Deirmentzoglou, Konstantina K. Agoraki, Andreas Fousteris*
EA-39	Adventure Tourism Market Research under the Auspices of the Municipality of Eastern Mani *Aliki Opsimouli, Stavroula Malfa, Katerina Mitropoulou, Daniela Ndoj, Chara Mindrinou, Maria Kotsi*
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EA-41	Coaching for digital transformation in Business Ecosystems *Eleftherios Kakavoulis*

EA-42	Navigating Systemic Digital Transformation: Unveiling the Imperative Role of Knowledge Management Systems in Modern Business Ecosystems **Konstantinos Koutsantonis**
EA-43	Analyzing the Role of ERP Systems in Achieving Sustainable Competitive Advantage: An Insight through the VRIO Framework **Ioannis Mikedis, Ioannis Katsanakis, Evangelia Kopanaki**

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

15:30 - 17:00	**WORKSHOP AND PARALLEL SESSIONS**

15:30 - 17:00	**VIRTUAL ROOM FRI-1** Friday 13th Oct. **WORKSHOP** *Chair: Panagiotis Kalofonos*
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	Data Management – Data Governance: Systemic approach for Business-IT Alignment **Panagiotis K. Papaioannou**
	Systemic Digital Transformation of Business Model: The Digital Transformation Business Model Canvas (DTBMC) and the Digital Transformation Canvas (DTC). **Rallis Antoniadis**
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EA-44	Comparative analysis of Florida's and Greece's Quality Assurance Systems of Higher Education with the use of VENSIM **Anna Papastratakou, Apostolos Vasileiadis**
EA-45	Communication, culture formation and change management in Greek educational organizations. **Dimitra Patsi, Stavros Fasoulas, Ioannis Alexiou**
EA-46	Sports Programs and Facilities Operations of a Local Government Municipality: A systemic approach **Aggeliki Michail Mavraki**
EA-47	"More learnigs, more earnigns" Important lessons, learned from Harvard Business School about Systems Transformation and leadership. How leaders move from ego-systems to eco-systems ? **Sophia Ch-Avr Georgiou**

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

17:15 - 19:00	**PARALLEL SESSIONS**

17:15 - 19:00	**VIRTUAL ROOM FRI-1** Friday 13th Oct.
	Extended Abstracts Presentations
	Chair: Panagiotis Kalofonos
EA-48	A Decision-making Model for Blockchain Technology which includes Business Parameters **Nikolaos Miltiadis Zoannos**
EA-49	The Systemic Metamorphosis of resources in modern software development organizations **Dimitrios Kalogerakos**
EA-50	Strategic Integration of Systemic Thinking for Robust Cybersecurity Technologies Implementation in Modern Organizations **Sotiris Messinis, Vasiliki Messini**
EA-51	Innovations in Culinary Education through Digital Technologies: Implementing e-learning in Professional Culinary Arts Education at Continuing Education and Lifelong Learning Center "Mathimata Mageirikis" **Eleni Karapostoli**
17:15 - 19:00	**VIRTUAL ROOM FRI-2** Friday 13th Oct.
	Extended Abstracts Presentations
	Chair: Elefherios Kakavoulis
EA-52	Systemic Approach To The Development Of Innovative Drugs In The Pharmaceutical Industry **Konstantinos Kafiras**
EA-53	Systemic digital marketing in medical vaccine awareness for health care professionals **Panagiota Karatsi**
EA-54	Digitalization and opportunities of application of AI in Medical Image Interpretation: A literature review **Christos Manglaras, Jenny Pange**
EA-55	From digital-first to people-first. Investigating the necessity of the digital transformation of intangible cultural heritage organizations in the light of systems thinking and systemic multi-methodologies in the post-covid-19 era of globalization and climate change **Pelagia Chourdaki**

19:00 - 20:00	**PROFESSIONAL ROUND TABLE**

19:00 - 20:00	**VIRTUAL ROOM FRI-1**	Friday 13th Oct.
	PROFEnSSIONAL ROUND TABLE	
	Chair: Dimitrios S. Varsos	
PRT-01	Navigating Complexity: Embracing a Systems Approach for Digital Transformation ***Dimitrios S. Varsos***	

20:00 - 20:30	**HSSS & CSAP REUNION**

20:00 - 20:30	**VIRTUAL ROOM FRI-1**	Friday 13th Oct.
	HSSS & CSAP REUNION	
	Chair: Prof. Nikitas Assimakopoulos	
	Reunion of HSSS and CSAP Members (in Greek language)	

Program Timetable
Saturday 14th October, 2023

10:00 - 11:30	**KEYNOTE ADDRESSES**

10:00 - 11:30	**VIRTUAL ROOM SAT-1 & UniPi, Conference**	Saturday 14th Oct.
	KEYNOTE ADDRESSES	
	Chair: Prof. Nikitas Assimakopoulos	

KN-12	Logosofia as a systems science Artificial Intelligence (AI) Scientific [R]evolution
	Maria Z. Kakoulaki, Alexander N. Christakis, Jeff G Diedrich
KN-13	The Challenges of Artificial Intelligence to Contemporary Business Ecosystems
	Peter P. Groumpos

11:30 - 11:45	**SHORT BREAK**

11:45 - 12:00	**CSAP CERTIFICATIONS**

11:45 - 12:00	**University of Piraeus, Ceremony Room**	Saturday 14th Oct.
	CSAP CERTIFICATIONS	
	Chair: Prof. Nikitas Assimakopoulos	

12:00 - 12:45	**HSSS 20 YEARS & FHSSS AWARDS**

12:00 - 12:45	**University of Piraeus, Ceremony Room**	Saturday 14th Oct.
	HSSS 20 YEARS & FHSSS AWARDS	
	Chair: Prof. Nikitas Assimakopoulos	

13:00 - 14:30	**CELEBRATION MEAL**

13:00 - 14:30	**University of Piraeus, Ceremony Room**	Saturday 14th Oct.
	CELEBRATION MEAL	
	Chair: Prof. Nikitas Assimakopoulos	

Keynote Addresses

KN-01

Rethinking Systems Thinking: Towards an Anticipatory Systems Perspective

Dr. Rachel Lilley, Ph.D.

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Prof. Gerald Midgley, Ph.D.

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ABSTRACT

The transdisciplinary field of systems thinking has paid a great deal of attention to the meaning of the word 'systems': we have used the systems idea to better understand complex organizational, social and ecological problems; and to tackle those problems, we have designed various systems methodologies, models, innovations, and leadership practices. However, we have paid much less attention to what constitutes 'thinking', or cognition. Systems theories of cognition, originally advanced in the 1980s, have been validated, further developed and considerably enhanced by forty years of cognitive and neuroscientific research. Appreciating the implications of this research can transform our understanding of systems thinking. This keynote will first explain the science, and will then unfold two aspects of our new understanding: rethinking what systemic self-reflection involves (both in and beyond the context of practice), and appreciating the anticipatory nature and role of all forms of applied systems thinking.

KEYWORDS: Systems Thinking, Anticipatory Systems Perspective, Applied systems thinking

SCHEDULING:

Wednesday 11th October, 2023	10:15 - 11:45	VIRTUAL ROOM WED-1	EN

KN-02

Drawing Lessons from the English Apprenticeship Model

Dr Maya Vachkova

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ABSTRACT

In my talk, I will share my experience of directing an applied MSc in Systems Thinking, aimed at British civil servants at the University of Exeter. As such, my talk will touch upon the English degree apprenticeship (DA) initiative, a novel approach to higher education whereby students obtain full bachelor's or master's degrees through a combination of work and study. Students acquire valuable work experience in their chosen fields while enhancing their knowledge and skills and acquiring behaviors that employers require. Higher-level degree apprenticeships, ranging from Level 4 to Level 7, are an emerging field in English education. Work experience and practical skills are employed in tandem so as to enhance the curriculum. DAs provide students with opportunities to earn wages and degree qualifications simultaneously, thus contributing to employment sustainability. Such initiatives at first glance, have a systemic character as there is a channel for feedback between employers, education providers, industry and student workers. There are, however, issues of power, information, neglect of duties on all sides and many more challenges that need overcoming, as the DA model matures and becomes established. Input from employers can ensure that students are equipped with the skills and the knowledge that are required to meet the needs of the labor market. Collaborations of this kind can benefit industries, students, and higher education institutions; however, they also pose numerous challenges that can only be met if adequate regulatory and government support is available. Such support should be aligned with the need to expand access to higher education and promote lifelong learning.

KEYWORDS: lifelong education; systemic education; employability; partnerships

SCHEDULING:

Wednesday 11th October, 2023	12:00 - 13:30	VIRTUAL ROOM WED-1	EN

KN-03

Is digital transformation empowering or suffocating us? A critical systems heuristics perspective

Prof Roelien Goede, PhD

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ABSTRACT

Digital transformation is changing the way we do our everyday work. A question worth exploring is what is the impact of this change? Are we more productive, less irritated, and more content in the workplace? Or are we suffocating from yet another new tool? Frustrated from struggling to do what we did seamlessly yesterday? From a critical systems perspective, one should reflect on the purpose, the process, and the intended and unintended consequences of digital transformation in the organisation. A holistic approach is required to understand both the social and technological driving forces and the impact of this latest wave of change confronting our everyday work life.

Critical systems thinking guides us to consider different perspectives in the problem situation. It guides us to consider the consequences of our plans on those affected, but not involved, in the decision-making process; to identify those factors which we cannot control but which has a dramatic impact on the success of our endeavours; to identify which expertise is required, both technological and social to achieve the benefit of a proposed transformation. Moreover, it guides us in putting ourselves in the shoes of others, and then not only in the shoes of the workforce, but also in the shoes of organisational management. This keynote address will consider digital transformation in the organisation from different perspectives. As an early adopter, I'm always optimistic about improved technology. Yet in this keynote I will attempt to provide a balanced view from multiple perspective on the drive for digital transformation. I aim to provide the reality check required by a workforce under ever increasing pressure to change and provide guidance to organisational leaders from my own project work digital transformation.

KEYWORDS: Digital Transformation; critical systems thinking; critical systems heuristics, information systems management

SCHEDULING:

Wednesday 11th October, 2023	12:00 - 13:30	VIRTUAL ROOM WED-1	EN

KN-04

Collective Intelligence For Life In A Vuca World: A Systems View Of Change Agency

Dr. Alexander Laszlo, Ph.D.

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ABSTRACT

The tides of change constantly surface new currents in our complex dynamic world. No longer is it sufficient to seek to foster dynamics of homeostasis and regeneration in order to develop with dignity. In fact, it is not enough even to learn to read the patterns of change that shape the societies in their environments, which in return are shaped by them. Without a doubt, such evolutionary acumen is essential to contemporary systems leadership, but unless we are dedicated to evolutionary value creation, our collective ability to navigate the currents of change in life-affirming directions will be compromised.

This paper explores the emerging direction of systems management as expressed by the concept of evolutionary advantage. Emerging notions of evolutionary development imply a corollary in terms of evolutionary leaning. Through application of the praxis known as Evolutionary Systems Design, it is possible to cultivate leadership approaches that foster ongoing thrivability in dynamically changing environments. Indeed, such approaches simultaneously foster the flourishing of those environments, themselves. Such an approach is based on a redefinition of that which constitutes success, fostering dynamics of change that reinforce patterns of syntony over positions of power for both self and others. The implication, therefore, is that these notions form the emerging basis of a new eco-civilization that connects and augments the capacity for all life to flourish on Earth indefinitely.

KEYWORDS: Sustainability, thrivability, flourishing, evolutionary learning, syntony

SCHEDULING:

Wednesday 11th October, 2023	17:30 - 19:00	VIRTUAL ROOM WED-1	EN

KN-05

How Soft-BPM contributes to improve the effectiveness of BPM´s projects

Prof. Ricardo Rodriguez Ulloa, PhD

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ABSTRACT

The present presentation outlines what is Soft-BPM and how it contributes to improve the conception of BPMs projects.

In times of Digital Transformation of organizations, Business Process Management ((BPM) becomes of crucial importance for digital transformation of organizations, however it requires the contribution of the systems approach in order to improve several stages of the BPM cycle life.

Soft-BPM is the systemic methodology that considering several stages of Soft Systems Methodology - SSM and System Dynamics - SD, improves the BPM cycle life, embedding within it several concepts and stages coming from these systemic methodologies arising what it is called here Soft-BPM., Soft-BPM is composed by 10 stages, and along them, a combination of approaches coming from systems thinking and the BPM arena are mixed to obtain an integrative framework to effectively automate organization´s processes.

KEYWORDS: SSM. SD, Soft-BPM, IB&PTA

SCHEDULING:

Wednesday 11th October, 2023	17:30 - 19:00	VIRTUAL ROOM WED-1	EN

KN-06

Developing a contemporary Systemic Leadership Training program

Prof. Athanasios Kriemadis, Ph.D., M.I.B.A., M.A.

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ABSTRACT

Designing and implementing the corporate strategy is crucial for leadership and requires the accomplishment of several tasks, such as selecting, training, and motivating employees, organizing teams, managing information and knowledge, cultivating innovation and fostering change to ensure the company's survival and growth. Effective leadership depends on the development of three distinct personal skills: conceptual, human, and technical. However, the significance of each skill varies between management levels.

The purpose of the current study is the develop a contemporary systemic leadership training program which will include the following factors:

(a)A Values system emphasizing the sustainability and ethical principles.
(b)A systemic approach to leadership
(c) Trust based on the integrity level of the leader
(d)Emotional intelligence
(e)Human resource empowerment and participative management
(f)Talent development and retention
(g)Team management including intercultural and virtual teams
(h)Conflict management
(i)Knowledge management
(j)Technology management
(k)Financial management
(l)Strategic management
(m)Change management

References

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Kouzes, J.,& Posner, B. (2002). The leadership challenge. San Francisco, CA: Jossey-Bass.
Locke, E. (1991). The essence of leadership. New York: Lexington Books.

KEYWORDS: Systemic Leadership Training program

SCHEDULING:

Thursday 12th October, 2023	10:00 - 11:30	VIRTUAL ROOM THU-1	EN

KN-07

Between economic arena and conversational agora. The effect of the attention economy on the smart city

Prof. Damien Claeys

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ABSTRACT

Accustomed to being immersed in a virtual ecosystem, the digital native forgets that all his or her behaviour is screened and monitored by the Internet of Things interfaces. Digital platforms strategically use captology to distract users, make them addicts and incidiously guide their choices. The cybernetic planning of smart cities is directly related to the implementation of this attention economy, while the gamification and instagramming of the city is updating social practices in the urban environment, by challenging traditional city planning. Without demonizing the new media, shouldn't we relearn how to shape and direct the attention we pay to things?

KEYWORDS: smart city, attention economy, cyborg, gamification, social network

SCHEDULING:

Thursday 12th October, 2023	10:00 - 11:30	VIRTUAL ROOM THU-1	EN

KN-08

When is a system a system? Effecting Improvement.

Prof. Ray Ison, Ph.D.

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ABSTRACT

In the English language the concept system and its use has gone feral? What are the implications of this feral 'escape' in everyday language for practitioners, would be situation-improvers, striving for effectiveness of action or investment in their situations of concern? Drawing from examples and research the case for the centrality of practitioner reflexivity incorporating systemic and systematic thinking and practice as core capabilities is made. Participants will be challenged with the question for discussion of what, in their experience, creates enabling conditions for the praxeology of a systems thinking practitioner to be insitutionalised.

KEYWORDS: Systemic and Systematic Thinking, Praxeology of a Systems thinking

SCHEDULING:

Thursday 12th October, 2023	11:45 - 13:15	VIRTUAL ROOM THU-1	EN

KN-09

Transcending system thinking: embracing wholeness and what's love got to do with it

Dr Louis Klein

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ABSTRACT

Transcendence as well as emergence yields from the circularity of self-application. Hence, looking for systemic innovation we may want to ask: what would happen if we allowed critical system thinking to be the object of critical system thinking?

To start with, we find the circularity of self-application and feedback loops at the very heart of any denomination of systems science. This is not new, yet the implications for systems research are still puzzling. Any research arrangement is concerned with observing systems in all possible meanings of the term: How can systems be observed? How do systems observe? How do systems observe systemically?

Possible answers to these questions lead not only to the interconnectedness and interdependence of the observer and the observed in the observation; acknowledging interconnectedness and interdependence evokes a sense of embedding wholeness which systems sciences share with a lot of philosophical, religious, and indigenous traditions. This is probably why the generation change fell in love with systems and attributes anything from change to governance and leadership as systemic. The aspects of interconnectedness and interdependence in systems sciences, however, do not stop at observing the wholeness of the world ontologically but include as well the epistemologies that go with it, arriving at first-order cybernetics and second-order cybernetics.

Moving from theory to practice, however, we stumble upon conflicting views of agency and intervention driving form that systemic wholeness. The debate raged especially in Germany between so-called intervention pessimists and intervention optimists (Jürgen Habermas, Niklas Luhmann, Helmut Willke). Interestingly, these positions are echoed in the discourses on the VUCA world, resilience, and anti-fragility, to name but a few. We are still far from arriving at a sense of intervention realism or balanced approaches to change, transformation, and governance.

Looking at the bigger picture outside of the systems community, we recognise that at the beginning of the 21st century, not only systems sciences and system thinking process the questions of wholeness and agency. There is the integral theory with a strong focus on developmental issues and theories of resonance being relational theories addressing interconnectedness and interdependence grounded in the tradition of the critical school. These three holistic theories seem to complement each other and were bundled in the term Anthropocene thinking, though systems sciences served as its backbone focussing on coherence prior to resonance and development.

And then metamodernity grew from this threefold transcending all three of them. Though metamodernism embraces especially the notions of wholeness, coherence, resonance, and developmental aspects, it is highly critical of modern and post-modern arbitrariness. Metamodernism transcends the scientific frames and facilitates what Ibn Arabi called the

unity of science and love.

Critical system thinking is inherently transcending itself by critically challenging its own notion of wholeness and embrace not only integral theory and theories of resonance but the world beyond science facilitating the unity of science and spirituality. Asking the Turner question may guide the endeavour: "What's love got to do with it?" And from the holistic embrace of the human being, its potential, and its humanity grow the answers to the challenges of intervention, governance, and change.

KEYWORDS: Love, anthropocene thinking, systems sciences, metamodernity

SCHEDULING:

Thursday 12th October, 2023	11:45 - 13:15	VIRTUAL ROOM THU-1	EN

KN-10

Harmonizing Anthropo-Centric Values and Digital Evolution: A Blueprint for Systemic Business Transformation

Dr Yiannis M Kalogerakis, BSc, MSc, PhD

CEO of JMK Anthropocentric Strategic Leadership Development

JMK

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ABSTRACT

In today's rapidly evolving business landscape, the convergence of technological advancements and human aspirations has brought forth a new era of possibilities and challenges. We need to delve into the intricate interplay between technological innovation and Anthropocentric Values (Human-Centric Values) as they currently reshape the business world.

This keynote speech will explore the paradigm shift brought about by systemic digital transformation, where businesses no longer function as isolated entities but as integral parts of a dynamic and interconnected ecosystem. Embracing this shift requires more than technological adoption; it calls for an anthropocentric approach that places human values, ethics, and well-being at the core of every strategic decision.

The speech will delve into the ways in which businesses can align their digital strategies with Anthropo-centric principles. It will highlight the significance of empathetic leadership, responsible AI integration, and fostering a culture of continuous learning to navigate the uncharted territory of contemporary business ecosystems. Drawing from real-world examples and cutting-edge research, attendees will gain insights into how successful organizations have harnessed the power of digital transformation while ensuring that the human experience remains the compass guiding their journey.

Join us to explore how an anthropocentric approach can not only drive innovation and efficiency but also cultivate a business environment where technology serves as a tool to enhance human lives and address societal challenges. As we stand at the crossroads of unprecedented technological progress, this keynote offers a roadmap for businesses to thrive, adapt, and lead with a heartful human touch.

KEYWORDS: Anthropocentric Principles, Humancentric Principles, Digital Evolution, Systemic Business Transformation, Contemporary Business Ecosystems, Kalogerakis Yiannis, JMK

SCHEDULING:

Friday 13th October, 2023	10:00 - 11:30	VIRTUAL ROOM FRI-1	GR

KN-11

Hybrid virtual asynchronous processes are imperative to engage thousands of stakeholders in Structured Democratic Dialogue

Dr. Yiannis Laouris, PhD

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ABSTRACT

The current limitation of Structured Democratic Dialogue (SDD) lies in the number of stakeholders that can participate synchronously. To overcome this limitation, practitioners organize multiple face-to-face sessions either simultaneously or sequentially, or they combine SDD with other methodologies. However, given the exponential rate of change and the rapidly growing complexity of socio-technical challenges, there is an urgent need for effective large-scale reforms. In this presentation, the author will introduce innovative approaches that can significantly shorten the SDD process and enable the participation of at least ten times more stakeholders. Recommendations will be provided to enhance the quality of online and asynchronous sessions, along with qualitative and quantitative indicators to compare and evaluate both face-to-face and virtual implementations.

KEYWORDS: Structured Democratic Dialogue (SDD), SDD process

SCHEDULING:

Friday 13th October, 2023	10:00 - 11:30	VIRTUAL ROOM FRI-1	GR

KN-12

Logosofia as a systems science Artificial Intelligence (AI) Scientific [R]evolution

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Mr Jeff G Diedrich, MS

Facilitator, 7 Letters

ABSTRACT

This keynote presentation will focus on the origins, evolution, and applications of the AI algorithm embedded in the Logosofia Platform, known as the Interpretive Structural Modelling (ISM) methodology (Warfield, 1976). The origins of ISM are traceable to the original "The Club of Rome" prospectus on "The Predicament of Mankind" (Ozbekhan, 1970). For the last fifty years, this AI algorithm has made it possible for people, from all walks of life, to become system's thinkers. It has significantly contributed in peace building and conflict resolution and in bringing together efficiently and effectively, diverse communities of stakeholders worldwide, to collectively co-construct their own visions, resolutions, agendas, and social design strategies. Real stories and scientific observations, from the Arena of Practice, will be presented, in order to create new understanding in the context of Democratic Design of contemporary societal systems, for more inclusive and pluralistic societies.

KEYWORDS: Logosofia, Artificial Intelligence, Structured Democratic Dialogue, Situational Complexity, Problematique, Co-Construction

SCHEDULING:

Saturday 14th October, 2023	10:00 - 11:30	VIRTUAL ROOM SAT-1 & UniPi, Con	GR

KN-13

The Challenges of Artificial Intelligence to Contemporary Business Ecosystems

Prof. Peter P. Groumpos

Emeritus Professor
University of Patras

ABSTRACT

In the 1930s, British botanist Arthur Tansley introduced the term ecosystem to describe a community of organisms interacting with each other and their environments: air, water, earth, etc. In order to thrive, these organisms compete and collaborate with each other on available resources, co-evolve, and jointly adapt to external disruptions. Business strategist James Moore adopted this biological concept in his 1993 Harvard Business Review article "Predators and Prey: A New Ecology of Competition", in which he paralleled companies operating in the increasingly interconnected world of commerce to a community of organisms adapting and evolving to survive. Moore suggested that a company be viewed not as a single firm in an industry, but as a member of a business ecosystem with participants spanning across multiple industries.

Thus, a business ecosystem is the network of organizations—including suppliers, distributors, customers, competitors, government agencies, and so on—involved in the delivery of a specific product or service through both competition and cooperation. The idea is that each entity in the ecosystem affects and is affected by the others, creating a constantly evolving relationship in which each entity must be flexible and adaptable in order to survive as in a biological ecosystem. Like natural ecosystems, the firms involved in business ecosystems compete for survival with adaptation and sometimes extinction. Advances in technology such as Artificial Intelligence (AI) and increasing globalization have changed ideas about the best ways to do business, and the idea of a business ecosystem is thought to help companies understand how to thrive in this rapidly changing environment.

In this keynote presentation the new field of AI and its impact on the contemporary business ecosystems is reviewed and a scientific analysis is attempted. Artificial intelligence (AI) is an interdisciplinary field of study that involves creating intelligent machines that can perform tasks that typically require human-like cognitive abilities such as learning, reasoning, and problem-solving. The basics of artificial intelligence include understanding the various subfields of AI, such as machine learning, deep learning, natural language processing, computer vision, fuzzy cognition, and robotics. Artificial intelligence (AI) has been considered a revolutionary and world-changing science, although it is still a young field and has a long way to go before it can be established as a viable theory. Every day, new knowledge is created at an unthinkable speed, and the big data-driven world is already upon us. AI has developed a wide range of theories and software tools that have shown remarkable success in addressing difficult and challenging societal problems.

AI is disrupting every industry from manufacturing to retail, from agriculture to healthcare. A few industries lead in AI technology adoption including high tech and telecommunications automotive and assembly, and financial services industry. Sectors such as healthcare and education are relatively slow in adopting AI technologies due to challenges such as regulatory concerns. However, an increasing number of startup investment deals are also being observed in these sectors. AI business applications can be viewed as an ecosystem. In this keynote we identify a few key components, with specific examples, of the AI

ecosystem. In addition, the more recent theoretical developments of Fuzzy Cognitive Maps (FCMs) theories are considered as part of AI and applied to Contemporary Business Ecosystems.

KEYWORDS: .

SCHEDULING:

Saturday 14th October, 2023	10:00 - 11:30	VIRTUAL ROOM SAT-1 & UniPi, Con	GR

Workshops

WS-01

Ethics of the business environment

Prof. John Thanopoulos, Ph.D.
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Mr George Chrysovalantis Chandrinos
National and Kapodistrian University of Athens

Ms Despoina Caminis
Ph.D. Candidate – University of Piraeus

Mr Andreas Drivas, Msc

Dr Nikolaos Papazoglou
Metropolitan College

ABSTRACT

Aspects of Global Thinking
By Prof. John Thanopoulos

My brief address on aspects of global thinking, will deal with the following issues which will be further expanded by the co-presenter colleagues' following analyses:

• Human evolution and respective philosophical positions.
• Business enterprise concerns and governance.
• Issues that relate to the discussion of geography and culture.
• Global organizations and unions of nations.
• Worldwide respective political, legal, and economic matters with -particular emphasis on accounting, financial, management and marketing perspectives.
• Issues beyond business "ethical" behavior that relate to religious positions and trends, often being overruled by location social strategic perspectives.

Specifically, during the last three thousand years we have been observing human progress in a variety of environments and with variations depending on location pressures. For example, different realities forced behaviors and pragmatic life developments in Middle Africa and different in Northern Europe. This has greatly affected the ways humans directed their business thinking, individual and social objectives, use of resources, often being sequential of geographic realities, obviously affecting cultural change.

Initially, country dominance and power structures were affected by "wars" and country related positions. Today, however, global organizations and unions of nations, for example the European Community, direct business venturing towards a more quality-oriented progress perspective that should result in a world betterment, covering aspects from accounting to marketing practices.

Obviously, the issue of business "ethical" behavior will continue to expand, systemically focusing on worldwide educational and individually insightful progress. Naturally, the presentation's discussion of relativity issues, by some modern era thinkers, a new version of slavery, commands a major role in forming all the previously described steps.

Allow me to sincerely thank the University of Piraeus for hosting this event, all my co-presenters and, once more, to thank Professor Nikitas Assimakopoulos for initiating this systemic effort!

Perspectives of a changing world
By George Chrysovalantis Chandrinos

Since the beginning of our existence, human thinking, behavior, as well as the societal rules, have been subjected to many changes. Changes that distinguished our past in accordance with life perspectives and per the different local realities existed always and exist today.

More complicated concepts slowly stepped into the "game" nevertheless often being similar to the concepts developed by previous generations' outstanding thinkers. Ethics, religion, co-existence, strategic changes, business practices, law, cultural matters and so on, are a few of these concepts defining, to some extent, past and todays' daily existence.

Yet, these core elements are rarely maintaining their original form. Do we want to change living conditions? Why? How? Is this a 21st Century pressing reality? Factors that defined it are geographical, cultural, economic, and of course time realities. For example, consider, someone who lives in a modern Sweden city versus someone who lives in a rural Vietnam village. Why are they facing different daily realities? What about their three-year-old kids and their chances to live in a more "similar" world with less life contradictions? Each one of us has a way of thinking and a different way of seeing the world. So, maybe what makes us different is our present perspective. And If almost everything we see out there is a matter of perspective, why not the concepts previously mentioned? Why not aiming towards a commonalty of perspective?

Shareholders' Human Rights. Two sides of the same coin?
By Despoina Caminis

Human rights topics such as social inclusion and social protection addressing the most vulnerable are critical issues. International Institutions and Organizations have promoted these topics to foster equality and non-discrimination in the work environment. So far, modern corporations recognize social and economic equality for shareholders and stakeholders regarding equal opportunities, diversity, health and safety; for instance, the European business context requires corporate disclosure concerning human rights statements in Annual Reports. To this concern, several studies argue that corporations consider human rights issues their responsible business conduct beyond their legal obligations, as there is a shift in corporate governance consciousness over social rights issues. We will approach shareholders' human rights issues in consideration of ethical corporate governance.

In European countries, according to the European Pillar of Social Rights for citizens, the corporate endeavour is to protect the work environment and to provide equal opportunities, access to the labour market, and fair working conditions. However, in the global business environment, what about if corporations encounter responsibility for shareholders' rights confronting local cultural changes in countries' value systems, laws, and regulations that conflict with international human rights obligations? Shareholders' human rights topics seem to be in front of two sides of the same coin. Is, therefore, the ethical business and society relationship complicated? We will address all the above issues in a dynamic business context.

Human Intelligence, Artificial Intelligence, and Business Ethics
By Mr. Andreas Drivas

1. THE HUMAN INTELLIGENCE
Reference is made to its basic characteristics but also to its continuous development over an evolutionary course of millions of years. It is also explained how it ensures the uniqueness of every human existence and personality.

The set of five (5) characteristics that accompany and are closely related to the human intellect, as categorized by Jacques Monod in his classic work "le hazard et la necessite", is presented.

2. ARTIFICIAL INTELLIGENCE TODAY

The structural features of artificial intelligence are presented. Emphasis is placed on the comparison with the corresponding characteristics of the human intelligence. Of course, the impressive new possibilities and the great variety of applications (both for specialized and general use) offered by artificial intelligence are briefly introduced.

The weaknesses that these applications have now, are slowly being eliminated, mainly due to the optimization of algorithmic processes and methodologies.

The comparative evaluation of the modes of operation of human intelligence in relation to the counterparts of artificial intelligence, allows us to suppose that the lack of specialized and very delicate cybernetic mechanisms with a stock of evolutionary options, which characterizes living beings, nowadays is particularly difficult to replace.

3. BUSINESS ETHICS in a complex environment

Business ethics today is called upon to give convincing answers in an environment with unprecedented opportunities / possibilities but also extensive threats / risks, while ensuring social acceptance.

It is based on adequate tools for both human resources and the processes followed. Artificial intelligence, with an ever-increasing variety of such effective tools, has an important role to play in running the business.

However, making critical decisions is based on experienced executives, but also on the use of tools such as the Corporate Code of Ethics. Executives take advantage of the company's culture, corporate vision, good reputation and corporate prospects.

These critical decisions can be made only by great leaders. They possess (according to Daniel Goleman):

Self-awareness, i.e., they know their strengths and weaknesses.

Strong moral constitution

Self-control and prudence when expressing emotions

Understanding and fair assessment of the behavior of others.

Our society, desperately needs great leaders now and for the future.

Transformation happens!
By Nikolaos Papazoglou

Does the legislator care only about the country's GDP? The answer is "ESRS - European Sustainability Reporting Standards", in other words "ETHOS". For almost a decade the European Union persuaded companies to share information about their viability by extroverting their ethical approaches on a variety of aspects. This information was insufficient, untrusted and difficult to compare with other firms. Now, the system of all large and most of the listed companies are obliged to publish a Sustainability Report on three main areas, known as ESG. "**E**" refers to Environmentally friendly policies, "**S**" to Social issues and "**G**" to corporate Governance matters. Why did the Commission decide about these common standards? Why are they important? What is the future of the ESRS? Will small and medium-sized companies need to apply to these standards and when? The speech will capitalize on this evolving topic and enlighten this new path.

KEYWORDS: Global Thinking, Human evolution, Business enterprise concerns, Global organizations, Issues beyond business "ethical" behavior

SCHEDULING:

Wednesday 11th October, 2023   14:00 - 15:30   VIRTUAL ROOM WED-1   EN

WS-02

Logosofia: Leveraging the Collective Knowledge of People Augmented by AI

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ABSTRACT

This workshop will include a demonstration of Logosofia, a software designed to support the process of Structured Democratic Dialogue (SDD). Specifically, participants will map a small number of ideas to determine leverage points likely to be the most effective ideas in resolving complex challenges. Embedded in Logosofia is an interpretive structural modeling (ISM) algorithm developed by John Warfield that tracks connections based on participants' input. By utilizing the ISM, an early form of artificial intelligence (AI), significant efficiencies are gained while preserving the voice of participants.

KEYWORDS: Logosofia, leverage, Interpretive Structural Modeling, AI, SDD

SCHEDULING:

Wednesday 11th October, 2023	15:45 - 17:15	VIRTUAL ROOM WED-1	EN

WS-03

Resilience Aspects' Role on Systemic Digital Transformation in Contemporary Business Ecosystems

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ABSTRACT

In the contemporary interconnected and interdependent world, we live in, where complexity, fluidity, ambiguity, constant emerging crises of any kind, new threats and vulnerability is the normality, the exponential complexity of systems is leading to redefine approaches, practices, tools, techniques and processes we are thinking about and trying to implement efficiently and effectively. One of them, coming from psychology is resilience. In our workshop we are going to present some aspects of the importance of resilience building in Military, Civil Governance and Business domains, in order to establish a common perception and understanding on this approach and how these entities will be able to get the appropriate capability to take properly informed decisions, to confront successfully expected or unexpected crises and continue their operational functions (business continuity) under ''normal'' circumstances. Due to the multidisciplinary nature and extent of Resilience and the time limitation of workshop the presentations of guest speakers include the following items:

Chairman of Workshop: Efthymios Charokopos(MSc,EMBA)
Speakers
• **Harlas Ioannis, PhDc**: Improving (Cognitive) Resilience in Situation Understanding and Decision making by countering Cognitive biases, Behavior Influencing techniques and Disinformation''
• **Voskakis Konstantinos, MSc**: Multidisciplinary Approach to Situational Understanding (SU)
• **Tsirigotis Anthimos, PhD**: Resilience Thinking in Contemporary Business Ecosystems: Understanding the reasons and drivers of change in organisations: The case of NATO
Alexopoulos Konstantinos, MSc: Digital Transformation in Contemporary Business Ecosystems to fortify Resilience, in the area of Climate Change, Natural Hazards and Pandemic Risks

Improving (Cognitive) Resilience in Situation Understanding and Decision making by countering Cognitive biases, Behavior Influencing techniques and Disinformation
By Harlas Ioannis, PhDc

Malign actors can influence our judgement, decision making and even our behavior by exploiting our cognitive biases (Kahneman/Tversky) and utilizing behavior influencing techniques (Cialdini). In addition to the underlying inherent human weaknesses, new threats have emerged, empowered by the evolution of technology (e.g. AI and Social Media). Today the most notorious forms of mass-influencing tools are computational propaganda and digital disinformation. An analysis of techniques used during the Russo - Ukrainian conflict will help us understand how and why these methods are so dangerous and effective in distorting our understanding and judgement with further implications on influencing decision making. To counter the cognitive threats, several techniques have been introduced with the aim of resisting the most common cognitive biases and behavior influencing techniques. The focus of this presentation will be on those endorsed by NATO's "Innovation Hub". Furthermore, a set of tools, techniques (like OSINT) and sophisticated procedures for identifying and countering disinformation will be presented, based on the work introduced by Academia (e.g. MIT), NATO, EU and NGOs (DFR lab etc).

Multidisciplinary Approach to Situational Understanding (SU)
By Voskakis Konstantinos, MSc

In the modern world we live in, the complexity of systems has increased exponentially, making the navigation through them very difficult. Very often, a new "Perfect Storm" arises, and every time we seem even more unable to confront them. Military, Civil Governance and Business need new tools and processes that will support them to become efficient and effective. Resilience is a term that promises humankind the desired ability to withstand extended crises. But how do we achieve resilience?
This workshop proposes an easy guide to implement resilience. The core concept is Situational Understanding. When a country is at war, or an enterprise needs competitive advantage, or an organization seeks the ability to operate under extreme adverse conditions, what is needed is deeper understanding of the situation, that will enable them to take informed decisions and to look further in the future (foresight). In this way, a government/ organization/ enterprise can plan for the unexpected and be fully prepared for the unseen.
The Multidisciplinary Approach makes use of different perspectives of human knowledge (risk/ crisis/ Indication& Warning/ project/ data/ knowledge/ quality/ systemic management) that build up to the desired Situational Understanding

Resilience Thinking in Contemporary Business Ecosystems Understanding the reasons and drivers of change in organisations:
The case of North Atlantic Treaty Organisation
By Tsirigotis Anthimos, PhD

The term resilience, as new as it may sound, it is an old, deeply ingrained biological characteristic of life, by virtue of which living species manage to survive. In the last few years, we have come to reinvent resilience and bring it to the realm of systems operation; mainly because we have realized that our world has become an extremely complex and dangerous living environment for life to be lived in. A place densely populated by a breadth of different actors who work in a boundless and timeless world, as a result of Information Communication Technology (ICT), which is open to any kind of threats. The COVID-19 pandemic, economic crises, the outbreak of a hard-power war in Ukraine - to the neighbourhood of Europe - but also climate change and its devastating consequences across the world, have created a widespread feeling of unpredictability or, even worse, of how precarious any one's system's "life" actually is. Within this complex world, any organization or company but even, any modern state has difficulties to defend against its existential threats unless they fully understand that being powerful is concomitant to how effectively they manage to respond to anything they have not been prepared for. It sounds paradoxical but, unlike in the past, today, power does not stem from one's ability to keep its threats at bay by offering a galvanized security to her own 'co-patriots'. Today, power stems

from systems' conscious acknowledgement that they have to find ways to keep being operational in an inherently unsafe world. This presentation will discuss how resilience thinking is the way that a new conceptualization of a system's operation which is founded on the theory of Complex Adaptive Systems is operationalized. The objective is to offer the big picture of what resilience entails; what deeper, conceptual changes it brings about and how a system (of any kind) should redesign its operations. To do so, the example of the North Atlantic Treaty Organisation (NATO) will be used, as since 2022, resilience has come to the forefront as the way that the Alliance intends to serves its three core tasks: i) Deterrence and Defence, ii) Crisis Prevention and iii) Cooperative Security. This is a 'real-world' example of how the biggest military Alliance in the world is currently redesigning its whole operation by following the tenets of resilience thinking and, in this way, useful insights could be drawn to systems other than military, as, for instance, in the business world.

Digital Transformation in Contemporary Business Ecosystems to fortify Resilience, in the area of Climate Change, Natural Hazards and Pandemic Risks
By Alexopoulos Konstantinos, MSc

Weather and climate extremes, exposure, and vulnerability are influenced by a wide range of factors, including anthropogenic climate change, natural climate variability, and socioeconomic development. Though investment in digital transformation, businesses can lay the foundation for long-term resilience to future climate change crises, with disaster risk management and adaptation to climate change focus on reducing exposure, vulnerability and increasing resilience to the potential adverse impacts of climate extremes. Where vulnerability is high and adaptive capacity low, changes in climate extremes enforce transformational changes. Transformations will provoke alterations of fundamental attributes of civil emergency systems and will be facilitated with adaptive management, innovative technology, efficient governance, value systems, modernization of supply chains, cyber/hybrid security, and organizations/public services that keep pace with digital transformation. About resilience ability to deal with mass casualties from climate change, natural hazards, and pandemic risks a strategy is needed, which incorporate digital transformation in contemporary business ecosystems for public health/emergency services, urban planning, greenhouse gas emissions, early warning systems for disaster events, and cross sector collaboration. The recovery from COVID-19 pandemic affords a huge opportunity to prioritize digital transformation to future-proof the global economy.

KEYWORDS: resilience, bias, situation understanding, change in organizations, emergency planning

SCHEDULING:

Thursday 12th October, 2023	13:30 - 15:00	VIRTUAL ROOM THU-2	GR

WS-04

Why do we Visualize? The Wow! Effect in Systemic Digital Transformation

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ABSTRACT

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

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

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

But 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 secure decision-making) is anything but trivial. We will herein work with history, reference examples, and case studies that will help us adopt a recommended Systemic Data Visualization process, specifically adapted to address the Systemic Digital Transformation in Contemporary Business Ecosystems.

KEYWORDS: Data Visualization, Big Data, Artificial Intelligence, Systemic Visuals

SCHEDULING:

Thursday 12th October, 2023	17:15 - 19:00	VIRTUAL ROOM THU-1	GR

WS-05

Human resources and organizational evaluation and Total Quality Management in the Public Sector

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ABSTRACT

For the past 20 years the Greek Public Administration introduced modern management systems but with limited results. Last year, a new law was enacted once again that combines the evaluation of structures and personnel, the use of KPIs and, above all, explicitly introduces in the Greek reality the implementation of the Total Quality Management.

In this Workshop, through the approaches of both people of theory and people of practice, the degree of complexity of the subsystems that are involved and play a crucial role in the project, are examined and analysed taking into account the actual conditions of implementation and
the requirements of the law.

KEYWORDS: evaluation   Total Quality Management   Public Sector   implementation

SCHEDULING:

Thursday 12th October, 2023	17:15 - 19:00	VIRTUAL ROOM THU-1	GR

WS-06

Aspects of Business Transformation: Data Utilization and Business Models

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ABSTRACT

Data utilization refers to the ongoing practice of leveraging data to enhance business outcomes, including increased productivity and profitability. In our rapidly digitizing world, governments, organizations, and businesses are amassing substantial volumes of data. However, the actual value lies in effectively harnessing this data for meaningful purposes. Consequently, companies emphasize data utilization as a strategic approach to inform evidence-based decision-making. The ultimate objective is to drive better business results by enhancing productivity, profitability, and overall competitiveness.

The two presented tools, the Digital Transformation Business Model Canvas (DTBMC) and the Digital Transformation Canvas (DTC), are comprehensive toolkits designed to guide businesses in creating strategy and implementing digital transformation. They provide a structured approach for organizations to embark on successful digital transformation by learning from real-world examples and following practical guidelines.

In this workshop, we present two themes regarding digital transformation:
(a) The value of data and how they can create opportunities for new IT applications
(b) The Digital Transformation Business Model Canvas (DTBMC) and the Digital Transformation Canvas (DTC) as tools for the Systemic Digital Transformation of Business Model of an organization

Data Management – Data Governance: Systemic approach for Business-IT Alignment
By Panagiotis Papaioannou

In this study, the disciplines of Data Governance and Data Management, as interrelated concepts and in a systemic manner, are considered contributing factors that positively influence the challenge of business-IT alignment in organizations.

The raison d'être for Data Governance and Data Management is because data, as is now commonly accepted, is the new fuel for the economy.

Data Governance is a set of policies towards information-related processes. These policies employ models to address responsibilities, permissions and methods used to exploit the data across the organization. Data Management is the whole cycle of management around data plans, policies, projects, and practices to bring the value of data and information assets to the organization. In a broader sense, Data Governance represents the "why" and

"how" while Data Management represents the "what", but from another point of view, these concepts have a large common subset of purposes and practices.

The challenge of "Business-IT alignment" is the alignment of an organization's IT strategy and investments with the requirements generated by that organization's strategy, mission, and operations. While this reflects the purpose of business-IT alignment, the means to achieve this, which is developing a shared understanding among managers and IT professionals, is also known as a definition of this challenge.

Data exploitation has a great impact on almost every aspect of the organization, from routine operations to the entire business model. Having data, managers of any level can understand what happens within the organization and make reasonable decisions about processes or strategy design. For these reasons, Data Governance and Data Management influence in a positive way not only the investments in IT but also the development of the above-mentioned shared understanding.

The whole logical construct, consisting of strategy, processes, data, and people, forms a complex adaptive system featuring component interactions and feedback loops in the causality paths. The systemic approach is the appropriate solution, not only to manage the situation's complexity but also to create the shared understanding that is the prerequisite to transforming raw data into valuable assets.

Systemic Digital Transformation of Business Model: The Digital Transformation Business Model Canvas (DTBMC) and the Digital Transformation Canvas (DTC)
By RALLIS ANTONIADIS

Ever-increasing complexity is becoming more and more evident in modern organizations and the environments in which they operate, as they try to survive and be as competitive as possible.
Aiming to absorb this complexity, there has recently been an increased interest from organizations in creating services that exploit the potential of business ecosystems.
Ecosystems often consist of a variety of actors such as partners, competitors, customers, collaborators, and generally any actor related to the activities of an organization / business. They have a common goal—a shared vision that helps organizations position and align in the value network. Understanding the position of the organization allows for the adaptation of strategies to optimize its position.

The often-necessary business transformation means significant change in the "what" of businesses and their ecosystems. Purposes, perspectives, powers, practices and performance criteria shape businesses both internally and as external pressures depending on the demands of their ecosystem.

Digitization and innovation are important factors of change in organizations, institutions and society in general.

Digital Transformation (DT) is the application of technology to create new business models, processes, software and systems that result in more profitable revenue, greater competitive advantage and higher performance.
Many organizations feel pressured to change in order to meet customer demands and competitive pressure through digital technologies by transform processes and business

models, enhancing workforce efficiency and innovation, and personalizing customer experiences in order to achieve and maintain a competitive position in the digital age.

As far as organizations are concerned, Digital Transformation is causing disruptive changes within companies and in their immediate business environment, accelerating the obsolescence of the current business model.
Small and Medium Enterprises (SMEs), need strict standards to increase the diffusion and adoption of information and communication technology (ITC), to avoid the digital divide between large and small enterprises as well as regional disparity.

However, the benefits that can be derived from digitized information are cost efficiency and service time efficiency for SMEs, workers and consumers when responding quickly to changes in the information system, raw material supply, production facilities and inventory system.
Companies that have successfully adapted to new digital technologies have risen to great heights, while others that did not adapt did not and became obsolete.

BMC provides a simple way to support quick and efficient content documentation in an organization's critical identification process and is a suitable tool that can be adopted to reflect the DT of an organization's business model.

DTBMC as an extension of BMC enriched with Advantage, Ecosystems, Energy Usage and Sharing, provides a systematized view of what constitutes a DT.
Being broad and descriptive, it can serve as a much better basis for further discussions and research and can be used as a reference point in the digital transformation community.
The Digital Transformation Business Model Canvas can be used to assess the necessity of adapting to the constantly developing new concepts of the digital economy while it can be considered as a universal tool that can be applied to any kind of organization or human activity, including the personal perspective.

Finally, the Digital Transformation Canvas (DTC) provides a framework intended to examine key areas of action that can support the digital transformation of organizations.
The Digital Transformation Canvas plays an important role in organizational DT as it facilities strategy analysis and development based on action fields of transformations including customer centricity, emerging technologies, digital business development, agility, leadership, culture, Marketing, etc.

KEYWORDS: Digital Transformation, Data Governance, Data Management, Business Model Canvas, Digital Transformation Canvas

SCHEDULING:

Friday 13th October, 2023	15:30 - 17:00	VIRTUAL ROOM FRI-1	GR

Professional Panel

PP-01

The Project Economy Has Arrived

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President of ECONTECH SA
President of ASCE Hellenic Section, President of Green Athens

ABSTRACT

According to HBR, by 2027, some 88 million people around the world are likely to be working in project management. The value of project-oriented economic activity will have reached about $20 trillion. However, research shows that only 35% of the projects undertaken worldwide are successful.

During the 20th century, operations created tremendous value, and they did so through advances in efficiency and productivity. But for most of the current century, productivity growth in Western economies has been almost flat, despite the explosion of the internet, shorter product life cycles, and exponential advances in AI and robotics.

Meanwhile, projects (which involve the changing of organizations) are increasingly driving both short-term performance and long-term value creation—through more-frequent organizational transformations, faster development of new products, quicker adoption of new technologies, and so on. This is a global phenomenon.

In Germany, for example, projects have been rising steadily as a percentage of GDP since at least 2009, and in 2019 they accounted for as much as 41% of the total. Precise data is hard to come by for other countries, but similar percentages are likely to apply in most other Western economies.

KEYWORDS: Project Management

SCHEDULING:

| Thursday 12th October, 2023 | 17:15 - 19:00 | VIRTUAL ROOM THU-2 | GR |

Professional Round Table

PRT-01

Navigating Complexity: Embracing a Systems Approach for Digital Transformation

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ABSTRACT

Dealing with complexity in the modern business landscape necessitates embracing digital transformation as a strategic imperative. As industries evolve at an unprecedented pace, organizations must leverage technology to streamline operations, enhance decision-making, and remain competitive. Digital transformation involves the integration of digital tools, data analytics, and automation into every aspect of the business. It empowers organizations to simplify intricate processes, extract valuable insights from vast data sets, and respond swiftly to changing market dynamics. By harnessing the potential of digital transformation, organizations can optimize resource allocation, reduce operational bottlenecks, and foster innovation.

This transformation not only enhances efficiency but also improves the customer experience, as it enables personalized interactions and tailored solutions. Moreover, digital tools facilitate collaboration, both within the organization and across ecosystems, enabling companies to adapt to complexities with agility. In this context, organizations need to embrace a solution-based approach with which to address the complex issues that are a consequence of the transformation processes that impact their structures and functions. Moreover, they need to mitigate the risks that are associated with their transformation, through sound change management practices.

In this framework, a transformation strategy needs to be developed, which transcend prevailing paradigms 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, understanding each element separately, and aggregating understanding of the individual elements into an understanding of the whole. Given the network of interactions that exist among the interdependent forces that contribute to convoluted issues, application of the reductionist method typically results in the loss of the essence of both the issue that is of interest, as well as that of the individual forces that are responsible for its emergence. Hence, convoluted issues lack clarity, and decision makers the ability to align the organization's operations in a manner that is congruent to its strategic direction.

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 produce a behavior, rather than the actions of the isolated parts. A systems approach provides powerful methods and tools that are designed to generate and organize information about dynamic situations that are neither intuitive nor linear.

Moreover, a systems approach is extremely useful in tackling "messy" problems that are ill-defined or unknown, requiring significant judgments that involve multiple stakeholders, by re-framing the problem in anthropocentric ways. This round table discussion will focus on the application of a systems approach as a means to explore the relationship between the characteristics, attributes, and structural features of a complex world, and the manner through which system thinking may be embraced by decision makers, as a means of fortifying the organization's digital transformation process.

KEYWORDS: Systems Thinking, Digital Transformation, Digital Transformation Strategy.

SCHEDULING:

Friday 13th October, 2023	19:00 - 20:00	VIRTUAL ROOM FRI-1	EN

(1) Presentations Extended Abstracts

EA-01

Climate Change & Digital Transformation

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ABSTRACT

Climate change has now been recognized as one of the greatest challenges humanity faces. Actions for adaptation and mitigation of its impacts have been legislated and are a priority on a global, European, and national level. Today, with the risks posed by climate change, pollution, and resource depletion becoming increasingly visible, the need for a more environmentally friendly development model and a "greener" way of life is more urgent than ever.

The intensifying climate crisis, combined with the energy crisis, makes it imperative to rapidly transition to a more sustainable development with the contribution and collaboration of all stakeholders. Digital transformation emerges as a critical catalyst for businesses aiming for evolution, innovation, and enhancing their productivity.

Cutting-edge technologies such as the use of AI (Artificial Intelligence), analysis and utilization of Big Data, and Cloud Computing, coupled with smart software tools and access to reliable public or private databases, can be the solution to addressing environmental issues already knocking on businesses' doors.

This way, businesses and organizations have the capability of timely and safely diagnosing the impacts affecting their sector. Furthermore, there's the possibility of accessing specific parameters concerning them, helping them prepare adequately to ensure their adaptation to new conditions and their sustainability.

It is now very clear that digital transformation is a top priority for the EU. The European Parliament contributes to shaping policies that strengthen the utilization of new digital technologies in Europe, aiming to create new opportunities for businesses and consumers while simultaneously supporting the EU's green transition and the fulfillment of its goal for climate neutrality by 2050.

System Dynamics can be an ally in this endeavor, as it constitutes a powerful tool for making the right choices regarding suitable digital adaptation strategies to climate change through its multiple modeling possibilities it provides.

KEYWORDS: digital transformation, climate change, climate neutrality, system dynamics

SCHEDULING:

| Wednesday 11th October, 2023 | 14:00 - 15:30 | VIRTUAL ROOM WED-2 | GR |

EA-02

Green Economy & Digital Transformation

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ABSTRACT

The constantly changing environment, combined with the challenges of digitalization, emerging technologies, and climate change, inevitably affect business activities.

The pursuit of economic growth through investments in the Green Economy and Digital Transformation has become a global trend, with the European Union leading the way, having already committed to similar initiatives through the European Green Deal (2019).

The Green Economy and digital technology represent two facets of modern society. The digital transformation, a priority for both the EU and any developed state, encompasses all changes that countries and businesses adopt to leverage the advantages offered by the internet, digital media, and new technologies. Concurrently, the Green Economy is defined as an economy of models that generate wealth without reckless use of natural resources, meaning without detrimental effects on the environment. The EU advocates for this direction and supports governments in developing Green Economies.

Today, a significant portion of innovation in the economy is represented by the Green Economy, which, combined with digital technology, will drive progress in nations. Key prerequisites for the success of the plan include each country's maturity level in embracing new ideas, as well as the ability to implement digital systems that utilize developed capabilities, aiming for their full utilization by the state and businesses.

Sustainable Development, while the 4th Industrial Revolution is ongoing, cannot exist without technology and digital transformation, which once again technology is called upon to serve. On the other hand, the digital transformation of a company, for instance, which requires time, investments, expenses, and above all, a change in culture, makes no sense whatsoever if it ultimately doesn't contribute to the transition to the Green Economy. Businesses that take decisive action for the climate not only create value for the planet and a wide range of stakeholders – society, customers, and employees – but also simultaneously add financial value for themselves, enhancing their revenues or profits.

The Systemic approach is a valuable tool for the rapidly accelerating developments in the realm of this dual transition, aimed at achieving and maintaining sustainable green economic growth through digital transformation and technological advantage. This is an endeavor that demands the ethical mutation of every Organization, a conscious change in corporate culture and strategy with the vision of the green and digital era.

KEYWORDS: digital transformation, green economy, sustainable development, systemic, systemic dynamics

SCHEDULING:

Wednesday 11th October, 2023   14:00 - 15:30   VIRTUAL ROOM WED-2   GR

EA-03

The ECODENT Model for Enhancing Pro-environmental Behaviors in Dentists

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ABSTRACT

Climate change challenges people's lives and sustainability. Environmental problems seem to derive from human behaviour. Dentistry has a high ecological footprint that needs to be controlled worldwide. Thus, the behaviour change of dentists is a necessary condition to improve the environmental situation.

In this study, we use a system dynamics approach to analyze pro-environmental behaviour in dentists. Systemic modelling and simulation allow us to predict how the population of non-eco-dentists will change if certain factors are affected and how much time will be needed by the system of a group of dental professionals to become eco-dentists.

To this end, we present the ECODENT model, which was developed using the Vensim software. It is based on the classic Word Of Mouth (WOM) model, which simulates how the WOM influences the spread of information among colleagues and stakeholders (e.g. patients, auxiliary staff and community). The model incorporates relevant factors such as dental income, state support, CaPex and OpEx, education hours, level of urbanization and time to react. By changing each one of them, we can observe the changes in the groups of non-eco and eco dentists as well as the flow of the phenomenon/transition.

The simulation of this model shows that by augmenting WOM parameters, state economic support or education hours while diminishing CaPex and OpEx, changes in the pro-environmental behaviours of dentists will be reported in a shorter time. The ECODENT model can be used to further study pro-environmentalism in different dental groups and associations and design relevant eco-friendly educational programs.

KEYWORDS: Dentists, Ecology, Environment, System Dynamics, Word of mouth

SCHEDULING:

Wednesday 11th October, 2023	14:00 - 15:30	VIRTUAL ROOM WED-2	GR

EA-04

Exploring the Slow Tourism Experience: Insights for Slow Tourism Development

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ABSTRACT

Slow tourism has gained popularity in recent years as an alternative to traditional mass tourism, emphasising sustainable, immersive, and culturally enriching experiences for visitors. This paper (a) delves into the characteristics and behaviour of slow tourists, analysing their actions before, during, and after their journeys to destinations, and (b) leverages this understanding to critically examine the potential and obstacles of implementing slow tourism development in tourism destinations.

Research Objectives:
• To explore the characteristics of slow tourists, including their motivations, preferences, and travel patterns.
• To investigate the behaviour of slow tourists throughout their travel experiences, encompassing pre-trip planning, on-site activities, and post-trip reflections.
• To examine the suitability and perspectives of slow tourism development for tourism destinations
• To apply the insights gained from the study of slow tourists to make marketing proposals for tourism destinations.

Methods:
Our study uses a mixed-methods approach (digital analysis, interviews, questionnaire) in order to get a complete picture of how slow tourism is growing in various locations.
Desk research: To establish the theoretical underpinnings of slow tourism and to pinpoint best practices in travel destinations, we conducted an extensive literature review.
Field Study: The primary study focused on the characteristics of slow travellers and their behaviour before, during, and after their visit to a specific destination. The field study was carried out during the spring and summer of 2023 in the region of Troizinia-Methana, a developing coastal tourist destination in Greece.

Expected Results:
• Insights into Slow Tourists: Our research will offer a thorough understanding of the traits and behaviours of slow travellers, illuminating their pre-, during-, and after-trip preferences and behaviour.
• Behavioural Patterns: By identifying patterns in the behaviour of slow travellers, we develop targeted marketing strategies and tactics for the growth of slow tourism.
• Destination Marketing Proposals: Using the information obtained from the study's findings, we will present destination marketing recommendations to draw in this niche market, outlining the potential advantages and difficulties.

Research Contributions:
• In-Depth Tourist Profiling: By thoroughly researching the characteristics and behaviours of slow tourists before, during, and after their journeys, we provide a valuable resource for destination marketers and policymakers looking to attract this niche market.

• Behavioural Insights for Slow Tourism: Based on the results of our study, slow tourism experiences can be created that meet the needs and expectations of slow travellers.

• Destination Marketing Proposals: We offer thorough marketing recommendations for slow tourism growth, empowering regional stakeholders to make knowledgeable choices about eco-friendly travel tactics.

• Overall, this paper presents a novel examination of slow tourists' characteristics and behaviours, with marketing proposals and practical implications for slow tourism development in destinations. We hope that this research will help to deepen our understanding of the slow tourism phenomenon and facilitate its responsible implementation in a variety of destination contexts.

KEYWORDS: #slowtourism, #development, #marketing, #policy, #troizinia,#methana

SCHEDULING:

Wednesday 11th October, 2023   14:00 - 15:30   VIRTUAL ROOM WED-2   GR

EA-05

Exploitation of the New Business Models in Agritourism Businesses and Organizations

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ABSTRACT

This paper presents a review of an Agritourism hotel in Tsagkarada, which is a city located in the southern part of the country. This article will focus on the benefits of consulting the new business standards to discover room for improvement is every business.This essay will examine hotels that cater to alternative and soft tourism as well as the unique experiences they offer. Customer relationship management must be given top priority by tourism businesses as one of the crucial strategies to improve brand reputation, lower operating costs, and help reduce the environmental impact they have in today's society. In order to improve brand reputation and save operational expenses, tourism organizations must take into account environmentally friendly ways of operation. In order to assess the functioning of an agritourism firm and offer recommendations for business development, we attempt to establish how the business model canvas may be used effectively in this article. Our view is that business models should consider sustainable economic development, which includes both the unique characteristics of manufacturing activities and the natural landscape of farmlands, as well as the technology used in agriculture and the customs of agricultural communities.

KEYWORDS: Agritourism, Sustainable Tourism, Business Standards, Business Model Canvas, Rural Greece

SCHEDULING:

Wednesday 11th October, 2023	15:45 - 17:15	VIRTUAL ROOM WED-2	GR

EA-06

Resilience and Sustainability in Contemporary Tourism Ecosystems: Developing a holistic conceptual model

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ABSTRACT

The tourism industry, a cornerstone of the global economy, faces multifaceted challenges in the 21st century. The evolving demands of the modern traveler, coupled with external pressures from environmental, economic, and socio-political changes, have spotlighted the need for an adaptive and forward-thinking approach to tourism management. Central to this narrative is the development of a conceptual model that melds resilience and sustainability, ensuring the continued vibrancy and viability of contemporary tourism ecosystems. Tourism ecosystems, characterized by intricate networks of businesses, communities, environments, and travelers, are susceptible to a myriad of disturbances. From environmental threats such as climate change to global disruptions like pandemics or geopolitical tensions, the tourism sector often stands on the frontline of change and challenge. Resilience in this context is the capacity of these ecosystems to anticipate, cope with, recover from, and adapt to these varied disturbances. However, resilience alone is not the panacea. Ensuring the long-term sustainability of tourism ecosystems requires a holistic approach that integrates economic viability, socio-cultural respect, and environmental responsibility. This triad of pillars, often cited as the key components of sustainable tourism, ensures that tourism development meets the needs of present tourists and host regions while protecting and enhancing opportunities for the future. Marrying resilience and sustainability, the proposed conceptual model places them at the intersect of a continuum of tourism management practices. On one end, resilience strategies emphasize preparedness, flexibility, and adaptive management. These include diverse tourism product offerings, investments in infrastructure that can withstand external shocks, and policy frameworks that facilitate quick recovery post-disturbance. Conversely, sustainability strategies focus on long-term planning, stakeholder engagement, and responsible resource utilization. These incorporate practices like eco-tourism, community-based tourism, and sustainable supply chain management, which ensure minimal environmental degradation, socio-cultural enrichment, and economic benefits that are equitably distributed. In the confluence of these strategies lies the optimal pathway for contemporary tourism ecosystems. By proactively integrating resilience measures while staying committed to the tenets of sustainability, destinations and businesses can forge a future that not only withstands challenges but thrives amidst them. Furthermore, the application of this conceptual model requires a multi-stakeholder approach. Collaboration between governments, businesses, communities, and tourists is imperative to

operationalize these concepts. In conclusion, the proposed conceptual model of resilience and sustainability offers a strategic framework to guide the future development and management of contemporary tourism ecosystems. As we navigate the complexities of the modern world, such integrated models will be instrumental in ensuring that tourism remains a force for good, bringing joy to travelers, prosperity to communities, and reverence for our shared environment.

KEYWORDS: Resilience, Sustainability, Tourism ecosystems, Stakeholder approach

SCHEDULING:

Wednesday 11th October, 2023	15:45 - 17:15	VIRTUAL ROOM WED-2	GR

EA-07

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

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ABSTRACT

In the presented Dissertation, having as a case study the city of Kalamata in Messinia, an effort is made to explore the potential and prospects of tourism development and more specifically the destination identity, while exploring how crises in the modern era, such as the COVID19 pandemic, can be an opportunity to redefine the marketing projects and by extension the identity of a destination, as the development of a significant degree of Resilience can lead destinations in times of uncertainty to innovative development strategies, contributing that way significantly to the distinction and differentiation of a destination, compared to others.

As the economies are trying to recover from the pandemic of 2020, the energy crisis and several other crises, such as the climate change, the geopolitical instabilities and others, pose additional challenges in the global market, since according to Weaver (2010), the world is ever-changing, but the rate of change has been steadily increasing over the last decade (Weaver, 2010). The undeniable need for sustainability in all industries is widely acknowledged, thus the need for sustainability within the tourism industry is to be considered as essential, since there are many benefits to the development of this industry, especially in areas where tourism could be considered as one of the main industries in the country's income.

Such country - among others – can also be considered Greece, since tourism is also known as « The Heavy Industry», among other economic opportunities. As the identity of a destination highlights its image and significantly affects its traffic, a communication and outreach plan at the strategic destination planning level, can significantly highlight the destination for both existing, as well as and new visitors.

Crises worldwide, and various other stressful factors that could affect a tourist destination, could perhaps be a cause for, but also an opportunity that could lead to more efficient structures and new products and services in the tourism sector. Tourism has been particularly affected by the measures for the COVID-19 pandemic and in this context, the resilience of the destination, according to researchers, can be considered as an added value of innovation supporting the competitiveness of the destination.

In the presented Dissertation an attempt is made to link the concept of resilience of a tourist destination in times of uncertainty, with the preservation, but also development of the destination brand and through the example of the city of Kalamata, the existing tourist product of the destination is considered also in the terms of resilience. Though this research was conducted with time constraints that limited the duration of the study, it could further provide insight for tourism stakeholders, considering also that many topics would be interesting to be explored further. Although stakeholders around the world have

been impacted differently by the Covid-19 pandemic, the indicators of resilience could further state the importance of prioritizing practices that strengthen its grade.

Conducting a study on a larger field of tourism stakeholders could provide insight into the long-term impacts of the recent pandemic and further, how tourism stakeholders are coping with the combined impacts of a global crisis and local disaster.

KEYWORDS: Resilience Theory, Resilient Destinations , Destination Branding , Smart Cities, Digital Transformation, Sustainable Development

SCHEDULING:

Wednesday 11th October, 2023	15:45 - 17:15	VIRTUAL ROOM WED-2	GR

EA-08

Systemic Digital Transformation in Tourism: A conceptual framework

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ABSTRACT

As the digital age continues to reshape the world, the tourism industry faces a unique challenge of balancing traditional practices with the growing trend of digitalization. The concept of systemic digital transformation embodies a holistic shift, not merely confined to the adoption of digital tools, but encompassing an overarching modification in the operational, strategic, and experiential realms of the tourism ecosystem. This paper elucidates the development of a holistic conceptual model of systemic digital transformation in tourism, emphasizing its multifaceted and interconnected nature. Systemic digital transformation transcends the linear incorporation of technology. It represents a cohesive metamorphosis that considers every facet of the tourism ecosystem, from supply-chain management to customer experience, reshaping them in response to evolving digital trends. The main components of this model are technological synergy, stakeholder collaboration, consumer-centric digital ecosystem and operational and strategic revamp under the prism of enhanced resilience, sustainability and economic revitalization. There are many challenges that must be taken into consideration, such as data security and ethics, digital infrastructure, continuous skill upgradation, etc. The development of a holistic conceptual model for systemic digital transformation provides a beacon for the tourism sector, directing efforts not just towards isolated digital initiatives, but a comprehensive, integrated, and strategic digital overhaul. By embracing a holistic approach to digital transformation, the tourism industry can unlock unparalleled growth, resilience, and sustainability in the digital age.

KEYWORDS: Systemic digital transformation, Tourism ecosystems, Digital technologies

SCHEDULING:

Wednesday 11th October, 2023   15:45 - 17:15   VIRTUAL ROOM WED-2   GR

EA-09

Systemic Leadership in a Bank's Branch

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ABSTRACT

Leadership is defined as the ability to exercise influence on people towards a common goal. The currently ever growing complexity in various organizations, renders indispensable the development of systems and applications that deploy the desired model and style of management on every level. The banking sector, especially branch level operations and customer experience have in late years been redefined by digital transformation.

Factual, growth oriented systemic leadership at branch level, focuses on the implementation of an effective leadership model that enables both the manager to apply different leadership styles as well as personnel to maximize their potential and tackle challenges. This paper presentation examines the following: The past, the present and the future of the Bank's Branch, what is Situational Systemic Leadership, the three (3) Situational Systemic Leadership Skills, Negotiation Techniques and Situational Systemic Leadership, Readiness Levels, Leadership Styles and their application on Readiness Maturity Levels. Finally, we shall close up the presentation with a brief practical example and the conclusions.

KEYWORDS: Situational Systemic Leadership, Bank's Branch, Digital Transformation

SCHEDULING:

Wednesday 11th October, 2023	17:30 - 19:00	VIRTUAL ROOM WED-2	GR

EA-10

Systemic Analysis in Hellenic Insurance Brokers

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ABSTRACT

The particular thesis is concerned to the adoption and use of the DCSYM in the company of the Hellenic Insurance Brokers. Based on that, it will be made an attempt so as to analyze the existed situation of the problem in the mentioned organization, the design of the solution to the existed situation according to the DCSYM and the provision of the proposals for the problems mentioned. Therefore, at first, is mentioned a short notice about the company's profile, vison and targets as also the values, philosophy, strengths and the organizational operation.

Hellenic Insurance Brokers (H.I.B.) is a Greek insurance and reinsurance brokerage company founded in 2015. It was found to be mainly active in insurance mediation and as a special representative of insurance companies since 6/2016 as also its premium production for the year 2016 was €2.1m and €15m for the year 2017. However, the Company faces difficulties in adjusting a fair premium and directly correlated with the loss index per region and as a result, there is a disproportionate increase in insurance premiums in relation to the competition resulting in a gradual decrease in the sales of new contracts and also in the reduction of renewals of existing ones.

The DCSYM Systemic Methodology has the ability to subordinate the structural elements of a system, i.e. to include them in a hierarchical order with the bottom-up approach (bottom-up) and results in the visualization of the system's structure and operating mechanism. In advance, the DCSYM depicts in detail the systems and their subsystems, individuals, but also the qualitative interactions between them, namely the channel, direction, and type of communication between them, additionally introducing the concept of control. As a consequence, the creation of an integrated data recording, processing and analysis system with the support of the Total Quality Manager, will provide reliable information adapted to each operational requirement and will help the management in making improved decisions and adjusting insurance premiums by region and by customer category. At the same time, the quality of knowledge of the market and the understanding of the reward program (Loyalty Program) will increase, resulting in the improvement of communication and cooperation between the seller and the customer, strengthening the company's product and also the seller's fees, exceeding by a large percentage the problem of high pricing while simultaneously improving the efficiency of the company in the immediate payment of damages.

In advance there will be an analysis on the VSM (Viable System Model) which could be considered as a general way that people manage theirselves in a continuous changing environment. The specific model is mentioned to the aspects of the operation, the metasystem and the environment. Based on that, it should be said that the any company which makes use of the VSM, tries to enter some information in the system, so as to have a complete opinion about the particular system and an immediate access to the specific information, in order to be able to change or improve them accordingly.

KEYWORDS: HIB, DCSYM, TOTAL QUALITY MANAGER, REWARD PROGRAM, VSM, VENSIM

SCHEDULING:

Wednesday 11th October, 2023   17:30 - 19:00   VIRTUAL ROOM WED-2   GR

EA-11

Application of systemic methodologies in the digital transition and digital transformation of a large public Organization

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ABSTRACT

The purpose of this presentation is to describe the business purpose, strategy and benefits of the digital transition and digital transformation of a large Public Sector Organization, applying systemic thinking and using systemic methodologies. The provision of optimal services to everyone involved with the Public Organization (employee, entrepreneur, visitor, etc.) with quality characteristics maintain a relationship of trust. The tripartite "Systematic approach/methodology - Technology - Sustainability" contribute to give a strong competitive advantage to the Agency and its reputation.

The Public Organization having more than 4.000 employees in its human resources and serving daily a large volume of transactions with citizens, businesses, visitors of the city and every stakeholder, digitizing its services brings economies of scale to the Organization, saving human, material and immaterial resources. In addition, it makes the city sustainable because the citizens will not be forced to move to the organization since they will transact remotely and thus there will be a friendly environmental footprint.

The systemic approach and the application of systemic methodologies contribute to the gathering of information, the dimensioning of information systems to be developed and the evaluation of existing ones for digital transformation. The application of the simulation tools help to make an assessment and then their implementation in order to reduce costs, improve customer service, create reports to the management for decision-making, etc. All this will contribute to the value chain in the Public Organization.

KEYWORDS: digital transformation, Systematic approach, systemic methodologies, competitive advantage, Public Organization, value chain

SCHEDULING:

Wednesday 11th October, 2023	17:30 - 19:00	VIRTUAL ROOM WED-2	GR

EA-12

A systemic approach to understand and analyze the correlation between Energy and Time required by a multinodal multifunctional Dynamic System to carry out an assigned Task to it. Application area: The integration of Digital Technologies and Information Systems into real world Functional Systems and its "energy related" consequences

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ABSTRACT

In this work we will understand and analyze the correlation between Energy and Time required by a multinodal multifunctional Dynamic System to carry out an assigned Task to it.

In order to progressively build our positioning, will construct the necessary infrastructure by defining and presenting the following:

The fundamental terms "System", "Elementary Process Executor" ("EPP"), "System Viability", "Task" and "target result produced by the function of a given System" and we will show the relationship of the above terms.

Furthermore we will discuss the term "System Complexity", its dependency on the internal characteristics of the studied System, as well as on the characteristics of the System's Environment, the issue of "Processing a Project by a given Operational Entity" and the term "Operational Intelligence Subsystem".

We will introduce the term of major importance term "Energy Reservoir" or, equivalently, «Energy Pool" and its correlation to the "Fueling Process of an acting System to carry out an assigned Project".

Additionally we will define the terms "Energy Related Task's Attributes", "Power produced by EPP involved in the above mentioned project and is utilized for the execution of its assigned part of the Project", "Operational Skills of a given EPP in relation to the under handling and execution assigned Project". We will show the correlation and dependency of the above Dynamic Objects to a number of dynamic parameters, such as the execution stage of the Project under development, the evolving environmental conditions, the constantly evolving and (re)shaping conditions in the "Project Team".

We will construct a case study of a Dynamic Model of Energy Evaluation of the handling of a Complex Project executed by a multinodal System. For this Model's composition, study, evaluation and optimization we will widely use causal link diagrams developed in Vensim (using the modifications proposed in our previous works) indicating the «timelines» of Process Chains, formed by the causally coupled functional nodes of the model. We will present scenarios of increasing or limiting the complexity of the studied multinodal System and the energy-consequences for each of these scenarios.

At this point we will focus on the introduction of Digital Technologies and Information Systems in human activities and their involvement in energy-demanding complex projects, handled by multi-nodal Systems and the induced "energy effect" of their integration into

these Systems.

The development and the study of the above Dynamic Model, will lead us to the conclusion of this paper, where we will progressively build a Road Map, who will allow the adoption and application of our previously stated positions in Operational Business Environment.

KEYWORDS: Dynamic Model, Systems Energy Usage Evaluation and Optimization, System Energy Pool, Node's Performance Attributes, Optimizing a Process Chain

SCHEDULING:

Wednesday 11th October, 2023	17:30 - 19:00	VIRTUAL ROOM WED-2	GR

EA-13

Study and implementation of systemic Methodologies in Altair Travel

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ABSTRACT

The subject of this thesis is the presentation and application of systemic approaches to the company ALTAIR TRAVEL, which operates in the field of travel services provision and online purchase of airline tickets, aiming to shape the company's strategy and finding solutions to the problems highlighted.

The information was collected with the cooperation of the company's responsible departments in order to use real data for the simulation models and approximate the existing situation as best as possible so that the proposed solutions have a more appropriate and accurate result.

The goal of the following analysis is to apply the methodologies of systemic analysis so that, through the DCSYM Systemic Methodology, the existing situation of the company, the relationships between its subsystems and the identification of known problems, as well as the recognition of new ones arising during the analysis, to be captured and interventional improvements to be proposed.

For a better understanding of the inner workings of the company, but also for the reader's understanding of the methodologies used in the company, the first chapters provide the necessary theoretical explanation of the systemic approach, the development of the term "system" as well as the necessary concepts for the analysis which follows.

Altair Travel, the environment in which it operates as well as the systems that influence each other are then presented.

Having understood the systemic thinking and the system under review (system-in-focus), we proceed to the methodology and application of the DCSYM Methodology and then, with the help of the VENSIM software, to the creation of models, their simulations and their respective evaluation. Through this analysis, the obstacles are identified and solutions are proposed to improve the current state of the company.

KEYWORDS: Altair Travel, Online Travel market, Vensim, DCSYM, CSAP

SCHEDULING:

Thursday 12th October, 2023	11:45 - 13:15	VIRTUAL ROOM THU-2	GR

EA-14

Systemic management of dynamic departments

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ABSTRACT

Every time a group of individuals gets together, new dynamics emerge that are different from the dynamics found in our regular dyadic interactions. The atmosphere within a group that is generated by all members has an impact on the opinions we make about other people's likeability and the way we think about a group's purpose. Just as humans are socialized into broader social and cultural standards in daily life, groups likewise create norms, and new group members are socialized into a group's atmosphere and norms. In group settings, the need to conform to norms is stronger, and some groups use this pressure to their advantage, producing both positive and negative outcomes. Last but not least, as more people gather, the likelihood of constructive and negative disagreement rises.Reduced cohesion might result from conflict that is poorly managed or that lasts too long. Even those in the group who make an effort to avoid conflict may experience anger or frustration as it continues. Particularly disliked with other group members are those who repeatedly escalate procedural or substantive conflict to interpersonal conflict and take task-oriented conflict personally. As people balance the benefits and drawbacks of participation, poorly managed or ongoing conflict can eventually result in the dissolution of a group or a loss of members. To avoid these negative effects of conflict, a capable leader or other group members should assume conflict resolution roles.Ecosystem-based management is one of the many components of systemic management, which is reality-based management. Systemic management fully incorporates the complexity of nature into its application, avoiding the mistakes of traditional management.

KEYWORDS: Systemic management , dynamic departments , group of people , conflicts , day to day follow up

SCHEDULING:

Thursday 12th October, 2023	11:45 - 13:15	VIRTUAL ROOM THU-2	GR

EA-15

Deliberation

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ABSTRACT

Our presentation is about deliberation which is a constant procedure between the participants and consists of certain phases. The stages of deliberation are at least 5 and depend on the subject. More specifically the procedure includes firstly the initial preparatory activities. The adoption of a consultation regulation, the appointment of committee and personnel for the conduct. It is highly important to set priorities in order to choose a topic. Secondly the planning and conduct of deliberation's subject, where the authorities coordinate, and the participants evaluate the proposed actions thirdly is the consultation committee meeting and the last step is the completion of consulting works, where the authorities coordinate and the participants evaluate the proposed actions. For the implementation of the deliberation is necessary to use certain places and means. This presentation also includes new approaches to counseling because there are some weaknesses and limitations to the classic model. So Some of new approaches are attempts to legitimize existing decisions or unfair negotiations. In many cases, the lack of organization and special argumentation give the impression of a negotiation of compromise and not of creative synthesis. Finally, the aspects of electronic consultation are commented. Finally, we suggest some solutions and actions which can be applied so this process become as effective as possible.

KEYWORDS: deliberation, consultation, participants, action, process, solutions

SCHEDULING:

Thursday 12th October, 2023	11:45 - 13:15	VIRTUAL ROOM THU-2	GR

EA-16

Driving successful strategy execution

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ABSTRACT

A strategy process has three main elements: Environmental scanning, Strategy formulation and implementation. In the environmental scan stage, an organisation reviews the current situation of the company, its market position, its competitors, its context etc.; A strategy is formulated along with a range of goals to be achieved and goes straight to strategy implementation. Often what is missing is "Strategy Execution" - the link between the strategy formulation stage and the strategy implementation stage, through which to take the formulated strategy and lead it to implementation.

PROJECT BUSINESS A.I.D.E® is a strategy execution model, emphasis on key focus area that connect strategy formulation to strategy implementation, which form a foundational process that any organization can use in their effort to bridge gap between strategy formulation and strategy implementation.

This white paper deliberates on strategy management and execution by defining an execution model for strategy execution that binds foundational process in general management functional areas of alignment with strategic goals, delivery and performance which the businesses require to execute the strategy and manage effectively.

KEYWORDS: Strategy, Strategy Execution, Strategy Execution Model, Strategy Management

EA-17

Digital Transformation in Industry 4.0

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ABSTRACT

Today manufacturing industry is in the throes of transformation with exponentially growing Industry 4.0 technologies. The transition to Industry 4.0 significantly differs in terms of technology, components, methods, and is fraught with a high risk of failure. The implementation of Industry 4.0 technologies/practices has the individual nature of the transformation programme in terms of scope and duration, this has a significant impact on business models and processes which enable the transition to Industry 4.0.

With significant growing interest and investment into emerging technologies by companies towards Industry 4.0, to utilise opportunities and increase competitiveness, and improve their capabilities in a standardized, objective, and repeatable way, there is a need to develop a general framework for change, to standardize the approach and path to Industry 4.0. The innovative transformation approach shows the main areas of change that allow enterprises to design their own path to transform factories for the needs of Industry 4.0 or transform into a digital enterprise for driving the Industry 4.0 effective implementation.

This whitepaper deliberates the approach and path of transformation to Industry 4.0 , that create new values for economies and markets which could be measured against goal of change.

KEYWORDS: Industry 4.0, Digital Transformation, Path to Industry 4.0

SCHEDULING:

Thursday 12th October, 2023	13:30 - 15:00	VIRTUAL ROOM THU-1	EN

EA-18

Rolling out the red carpet for Future-Ready Metaverse Entrepreneurs: An investigation based on an integrated adoption intention framework

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ABSTRACT

Revolutionary breakthroughs in the digital realm, leading to the advent of the Metaverse mark the beginning of a new era in the entrepreneurial ecosystem. With the wide adoption of Extended reality comprising immersive technologies such as virtual reality (VR) headsets and augmented reality (AR) glasses that allow for multisensory experiences with virtual surroundings, virtual objects, and humans, three-dimensional avatars inhabiting and creating entrepreneurial ecosystems in the metaverse is bound to become increasingly prevalent and extensively adopted. Although still conceptual stage, metaverse has brought novel prospects for the potential domination of technology in the entrepreneurial venture creation in the days to come.

The present study attempts to assess potential Indian entrepreneurs' intentions to engage in metaverse entrepreneurship (ME) by integrating the Technological acceptance model (TAM), the Theory of planned behaviour (TPB) with an additional variable: entrepreneurial education (EE). The investigation utilized a quantitative research technique, and data was gathered using both an online as well as offline questionnaire survey. Data were collected between August 16 and October 24, 2023, and SEM using SPSS software was used for analyzing the findings. This study's sample population comprises individuals enrolled in entrepreneurship education courses in Indian institutes. The results revealed that all the variables of the TAM, TPB along with an additional variable; entrepreneurial education are significantly and positively associated with the intention to adopt metaverse entrepreneurship in India.

The results revealed that the proposed framework has superior explanatory and predictive power. The findings demonstrated that the proposed integrated model had greater explanatory and predictive capacity. The findings of this research provide insight into the entrepreneurial intentions of individuals to adopt the metaverse in India. The results of this study revealed significant practical implications for new entrepreneurial opportunities, metaverse developers, planners and policymakers, government agencies, and other stakeholders. These findings may be utilized to effectively create entrepreneurial opportunities, and entrepreneurial ecosystems, formulate policies and guidelines and hence build future-ready metaverse applications and solutions for potential entrepreneurs. To the best of the authors' knowledge, there is an absence of empirical research on the adoption intentions of the metaverse in the entrepreneurial domain. Moreover, the relationship between entrepreneurial education and entrepreneurial intention to adopt the metaverse in this digital transformative age remains unexplored in the scholarly literature. Hence, this study is the first in the area of entrepreneurship research to investigate the adoption intentions of metaverse toward entrepreneurship.

KEYWORDS: Metaverse, Adoption Intention, Metaverse Entrepreneurship (ME), Technological acceptance model (TAM), Theory of planned behaviour (TPB), Entrepreneurial Education (EE)

SCHEDULING:

Thursday 12th October, 2023   13:30 - 15:00   VIRTUAL ROOM THU-1   EN

EA-19

A Study of Viral and Social Media Marketing Effects: Instagram's Role in Purchase Intention of Gen Z

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ABSTRACT

In the rapidly evolving digital marketing landscape, social media platforms have become powerful tools for influencing consumer behaviour. Among these platforms, Instagram has gained immense popularity, particularly among Generation Z (Gen Z), a demographic known for its affinity towards technology and social media. This research delves into the impact of Instagram on the purchase intentions of Gen Z, with a specific focus on viral and social media marketing strategies.

The study adopts a quantitative research approach, using surveys to collect data from a diverse sample of Gen Z individuals aged 18 to 24. Our research investigates how various factors associated with Instagram, including influencer marketing, user-generated content, and viral campaigns, influence the purchase intentions of Gen Z consumers.

The findings suggest that Instagram plays a significant role in shaping the purchase intentions of Gen Z. Influencer marketing, in particular, emerged as a key driver, with Gen Z respondents indicating that they are more likely to consider purchasing products or services recommended by influencers they follow on the platform. This underscores the importance of influencer partnerships in modern marketing strategies.

User-generated content was found to substantially impact Gen Z's purchase intentions. The study reveals that Gen Z consumers are more likely to trust and engage with content their peers or fellow Instagram users created. This finding highlights the potential for brands to leverage user-generated content to build trust and authenticity with their target audience.

Viral marketing campaigns on Instagram also proved influential in shaping purchase intentions among Gen Z. Content that goes viral can reach a broader audience and generate significant buzz, leading to increased interest and consideration of the promoted products or services. This emphasises the importance of creating shareable and engaging content to capture the attention of Gen Z consumers.

Moreover, our research explores the role of social influence and the sense of belonging within Gen Z's online communities on Instagram. The study shows that Gen Z consumers often turn to Instagram for social validation and to stay connected with their peer groups. This sense of belonging and the desire to fit in can drive them to make purchases aligned with the preferences and trends prevalent within their online communities.

Ethical considerations in Instagram marketing also emerge as a key aspect of this research. Gen Z consumers value authenticity and transparency in influencer partnerships and marketing campaigns. Brands that fail to uphold these values risk damaging their credibility and reputation among this demographic.

In conclusion, Instagram plays a vital role in influencing the purchase intentions of Gen Z consumers. The platform's features, such as influencer marketing, user-generated content, and viral campaigns, substantially impact their decision-making process. Moreover, the sense of social belonging and the desire for authenticity within online communities on Instagram further contribute to the platform's influence on Gen Z's purchasing behavior.

This research provides valuable insights for marketers and brands targeting Gen Z consumers on Instagram. Understanding the preferences, behaviors, and values of this demographic is essential for developing effective marketing strategies that resonate with them. As Gen Z continues to shape the digital marketing landscape, staying attuned to their preferences and adapting marketing efforts accordingly will be crucial for success in the ever-evolving world of social media marketing

KEYWORDS: social media marketing, Gen Z, Purchase Intention, Instagram, Influencer marketing,

SCHEDULING:

Thursday 12th October, 2023	13:30 - 15:00	VIRTUAL ROOM THU-1	EN

EA-20

E-government and citizen participation in Democratic South Africa

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ABSTRACT

The fourth industrial revolution's wave propels us toward an intelligent information society by integrating artificial intelligence information technology (Al, IoT, Cloud, Big Data, etc.) into virtually every sector, government especially electronic government (e-government). South Africa is also taking critical steps in the implementation of e-government initiatives with substantial progress, with significant leaps to simplify government procedures and increase citizen access to information in South Africa. This paper examines electronic government(e-government) and e-government initiatives in South Africa in aspect, such as e-participation in online services to facilitate the provision of information by governments, citizens, interaction, and engagement in decision-making processes. It also examines how e-government strengthens or undermines government processes, e-participation, and effective public service delivery. It examines how governments can create more efficient and improved governance by leveraging digital tools and technologies. Finally, the paper unpacks several developmental challenges impeding South Africa's appropriate growth of e-government. Data was generated by desktop reviews, media mapping, and policy analysis. The paper argues that by leveraging digital tools and technologies, governments can create more efficient and secure systems, improved access to services and information, and better data-driven decision-making. The plethora of e-government initiatives implemented in public sectors benefits both the government and the citizens by simplifying complex transactions and revolutionizing access to essential government service information. Equally, e-government offers the opportunity to utilize ICTs to promote increased government accountability, increase efficiency cost-effectiveness, and boost constituency participation. The paper argues that the nation needs to catch up when offering its residents access to e-governance services because of the digital divide.

KEYWORDS: accountability, e -government, digital divide, e-participation , citizens, fourth industrial revolution

SCHEDULING:

Thursday 12th October, 2023	13:30 - 15:00	VIRTUAL ROOM THU-1	EN

EA-21

Business Continuity as an Essential Element of a Digital Transformation Strategy: A Systems Approach

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ABSTRACT

In today's dynamic business landscape, many organizations embark on a transformative journey that harnesses the potential of existing and emerging cutting-edge technologies as a means of effectively responding to dynamic market shifts and evolving stakeholder expectations. These technologies include (among others) mobile technologies, internet of things, robotics, artificial intelligence and machine learning, big data and real-time analytics, and cloud-based technologies. This journey, known as Digital Transformation (DT), comprises four essential areas: process transformation (enhancing operational efficiency); business model transformation (reshaping value generation); domain transformation (adapting to industry changes); and cultural/organizational transformation (aligning culture and structure with digital advances to drive innovation and technology adoption).

As this transformation unfolds, it bestows a multitude of opportunities pertaining to the organization's functions and structures. Conversely, it also exposes the organization to various risks, such as cybersecurity and data privacy breaches, operational interruptions, technological obsolescence, and the potential failure to harmonize digital initiatives with the organization's purpose and its strategic direction. Moreover, the ever-changing and intricately interconnected business landscape that characterizes the operational context of most organizations, which is marked by a multitude of challenges, emerging threats and vulnerabilities, underscores the necessity of positioning Business Continuity (BC) as an essential element of a comprehensive business strategy that aims to guide the organization's DT journey.

By following the principles and guidelines set forth in ISO 22301, the International Standard for Business Continuity Management Systems (BCMS), organizations regardless of type, size, and nature, can incorporate BC into their governance and management paradigm. This allows them to consistently harmonize their core structures and processes, in a manner that is aligned with the continuously evolving operating environment in which they are embedded.

A well-structured BCMS plays a pivotal role in recognizing emerging technology risks and setting forth the prerequisites for creating, sustaining, and enhancing a structured framework that is designed to safeguard against, minimize the likelihood of occurrence of, prepare for, respond to, and recover from disruptions when they arise. Ultimately, this framework enhances the organization's security and resilience, ensuring regulatory compliance, boosting stakeholder confidence, and minimizing downtime to ensure operational continuity. In short, integrating a BC mindset into an organization's structures and processes is a strategic necessity that augments its ability to mitigate the emerging risks of new technologies and to enhance its overall viability.

This work seeks to demonstrate the value of adopting a holistic BC strategy for the purpose of ensuring a seamless DT with minimal risks and disruptions, thus improving the organization's overall performance. Additionally, it seeks to illustrate the manner in which an organization operating as an open system within a complex environment, can employ a management paradigm that embraces a systems approach, thereby proactively addressing the inadvertent perils of its transformation journey.

KEYWORDS: Key words: Digital Transformation, Business Continuity, ISO 22301, Systems Approach

SCHEDULING:

Thursday 12th October, 2023	15:30 - 17:00	VIRTUAL ROOM THU-1	GR

EA-22

Digital Transformation of an Organization's Sociotechnical Infrastructure: A Systems Approach

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ABSTRACT

In an interconnected global landscape, the twenty-first century organization faces an unprecedented level of dynamic complexity. The complexity that is associated with the organization's external environment can be facilitated by issues arising from legal, technological, competitive, market, cultural, social and economic forces, whether international, national, regional or local. The organization's internal environment often adds another layer of complexity, facilitated by issues related to its values, culture, knowledge and performance. Moreover, large organizations often have intricate hierarchical structures with multiple layers and specialized functions. The level of complexity that is embedded in these layers and functions is amplified by the fact that they often pursue diverse outcomes, under varied conditions, which are subject to different forces, at different times.

Coordinating activities, aligning goals, and promoting effective synergies across different levels and functions becomes increasingly challenging as the organization grows in scope and size. Amidst this level of unparalleled complexity, those in decision-making roles must consistently enhance and refine the sociotechnical infrastructure of the organization under their stewardship. Refinement of social aspects involves purposeful interventions designed to transition the existing structures of norms and values that shape the collective outlook of the organization's stakeholders. Refinement of technical aspects encompasses an ongoing enhancement of the operational systems and technologies that are associated with the organization's functions.

To effectively address the complexity that is associated with their structures and functions, organizations are increasingly turning to existing and emerging digital technologies. Digital Transformation (DT) is the process by which organizations embed these technologies across their operations to drive fundamental change. Through DT, organizations can leverage novel technologies, advanced analytics, artificial intelligence, and interconnected platforms to capture and process vast amounts of data.

Many different paths lead to DT and each organization's strategy will be unique. In every case, however, starting a DT journey requires a shift away from traditional linear thinking that is reductionistic in nature, toward a more collaborative, experimental approach. These new ways of approaching work reveal new solutions which, in turn, can improve customer experience, drive employee innovation and spur organizational growth at the fundamental level. However, it is not an uncommon occurrence for decision-makers to adopt a governance paradigm that overlooks the intricate interconnections prevailing among the interlinked components constituting the organization's sociotechnical infrastructure. Merely adopting digital tools and technologies is insufficient to navigate dynamic complexity. A systems approach, which recognizes the intricate relationships and feedback structures within a complex ecosystem, is essential for leveraging DT successfully.

Organizations that embrace complexity and leverage it as a source of innovation are more likely to succeed. This work delves into the intersection of dynamic complexity, DT, and a systems approach, in an ever-evolving business ecosystem. It explores how organizations can harness the power of digital technologies within a systemic framework to adapt and thrive in complex environments. By understanding the principles of systems thinking and integrating them into DT initiatives, organizations can develop a holistic understanding of their operations and create strategies that encompass both short-term gains and long-term resilience.

KEYWORDS: Digital transformation, systems approach, dynamic complexity.

SCHEDULING:

Thursday 12th October, 2023	15:30 - 17:00	VIRTUAL ROOM THU-1	GR

EA-23

Nurturing Organizational Psyche for Successful Digital Transformation: A Systems Perspective

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ABSTRACT

In today's business ecosystem, Digital Transformation (DT) has emerged as a pivotal force reshaping the modern organization. As organizations navigate this era of technological evolution, the significance of adapting their organizational culture and psyche to their DT strategy becomes increasingly evident. Organizational culture and organizational psyche are related but distinct concepts that play crucial roles in shaping the dynamics and behavior within an organization. While organizational culture represents the visible and tangible aspects of an organization's identity and behavior, organizational psyche delves deeper into the underlying psychological and emotional dimensions that drive and shape that culture. Both concepts are critical for understanding and managing an organization effectively, as they help uncover the conscious and unconscious forces at play within the workplace.

In their 2003 book "Mapping the Organizational Psyche: A Jungian Theory of Organizational Dynamics and Change", authors John Corlett and Carol Pearson, offer a unique holistic perspective on understanding and navigating the complexities of organizations through the lens of Jungian psychology. The authors' central premise revolves around the idea that organizations, like individuals, possess a collective psyche consisting of both conscious and unconscious elements. They propose a dual-layer model for the organizational psyche: the conscious layer, comprised of the "center of consciousness" and the "public face," and the unconscious layer. The "center of consciousness" corresponds to Jung's concept of the ego and encompasses all the conscious activities that represent the rational (cognitive) aspects of the organization's function. The "public face" parallels Jung's persona concept and embodies how the organization presents itself to the outside world, shaped by societal expectations and individual aspirations. It serves as a filter for external interactions and houses the organization's brand identity. The authors argue that understanding the unconscious layer, which includes elements like the shadow, participation mystique, complexes, and organizational archetypes, is crucial for comprehensive organizational analysis. These unconscious elements influence behavior, decision-making, and the overall

organizational culture.

Transforming an organization's psyche to align with a DT strategy is not merely about embracing new technologies, but rather, about promoting a paradigm shift that fosters a collaborative learning culture. Organizations need to facilitate knowledge sharing across organizational units and hierarchies. Platforms for collaborative learning, such as internal social networks or digital learning portals, enable employees to stay updated on emerging trends and technologies. When employees collectively explore and learn, the organization's ability to adapt to digital change is significantly enhanced. Encouraging employees to embrace challenges, learn from failures, and embrace new technologies sets the foundation for a resilient digital culture. Leaders must facilitate an environment where experimentation is encouraged and learning from mistakes is celebrated. This growth mindset fosters adaptability, a crucial trait in a rapidly evolving digital landscape.

This work will explore the critical social aspects of DT and how organizations can effectively navigate this journey, by striking a balance between technology and human interaction. By empowering individuals and teams to make decisions and adapt their approaches in real-time, organizations can accelerate the adoption of digital tools and strategies.

KEYWORDS: Organizational Psyche, Digital Transformation, Systems Perspective.

SCHEDULING:

Thursday 12th October, 2023	15:30 - 17:00	VIRTUAL ROOM THU-1	GR

EA-24

Mapping prosperity in relation to tourism and sustainability in a post-pandemic world: A systematic literature analysis

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ABSTRACT

In recent decades, the concept of well-being has often been the subject of study in psychology, but covid-19 has brought to the surface important challenges for scholars from different disciplines, both in the academic research and in the tourism industry. The current article examines how tourism relates to wellbeing through a review of past and recent research literature and outlines a complex-interconnected exploration of them, with a particular focus on reconfigured dynamics in a post-pandemic period.

Well-being is, increasingly, a matter of interest and concern in contemporary society, both at the theoretical level and at the level of contemporary economics and management practices. The specificity of the complex and multifaceted concept of well-being, in relation to the also specific field of tourism, is reflected in the evidence and the growing number of articles published in mainstream and reputable journals analyzing its multiple dimensions. The article also examines the impact of sustainable development on wellbeing, and an attempt is made to link the perceived image of the destination with the perception of risk and the behavior of tourists in terms of wellbeing tourism and sustainability.

In essence, there is an attempt to explore a perspective shift towards a holistic consciousness in well-being tourism. This suggests a transformative tourism sector potential where stakeholders can coordinate their strategies with the broader Sustainable Development Goals (SDGs), contributing, not only to the resilience of the sector but also to global prosperity. The combination of these elements highlights the multi-dimensional nature of tourism and well-being, underscoring the need for integrated approaches that encourage sustainability, social responsibility and human well-being.

Through a meticulous assessment of the individual issues and an exploration of the relationships between them, the purpose of the article is to guide and orient tourism research towards a more sustainable and resilient future based on well-being.

KEYWORDS: well-being, tourism, sustainability, perceived image of destination, perception of risk

SCHEDULING:

Thursday 12th October, 2023	15:30 - 17:00	VIRTUAL ROOM THU-2	GR

EA-25

A Theoretical Framework for Knowledge Management in Tourism Ecosystems

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ABSTRACT

In the age of rapid digital transformation and globalization, tourism has emerged as a critical sector undergoing significant shifts in its operational paradigms. Amidst these shifts, an efficient knowledge management (KM) system remains instrumental in harnessing the power of data and information for sustainable growth and competitive advantage. This study introduces a conceptual framework for knowledge management within the dynamic ecosystem of tourism. The tourism sector, inherently interwoven with various stakeholders ranging from local communities to international tourists, transport providers, and policymakers, requires a robust KM framework to streamline communication, decision-making, and strategic alignment. With the backdrop of the digital transformation observed in the tourism sector, it becomes even more imperative to design a KM structure that integrates digital tools and platforms, ensuring seamless knowledge flow. Central to the proposed framework is the recognition of the dual nature of knowledge in tourism ecosystems: tacit and explicit. Tacit knowledge, rooted in individual experiences, cultures, and local traditions, provides invaluable insights for creating authentic and immersive tourism experiences. Conversely, explicit knowledge, often documented and structured, such as tourism statistics, market trends, and best practices, guides operational efficiency and strategic planning. Our framework emphasizes a cyclic process consisting of four stages: knowledge creation, knowledge storage, knowledge dissemination and knowledge application. Moreover, the interplay between technology and human elements in the tourism ecosystem presents opportunities and challenges alike. The rapid digitalization, accentuated by events such as the COVID-19 pandemic, offers avenues to transform tacit knowledge into explicit forms through digital storytelling, virtual tours, and AI-driven conversational agents. However, it also necessitates continuous skill upgrading and capacity-building efforts to ensure that the human touch, essential for genuine tourism experiences, remains intact. In conclusion, the proposed theoretical framework underscores the significance of an integrated KM approach for the tourism ecosystem. Recognizing the diversity of knowledge sources and integrating technology-driven solutions can empower stakeholders to co-create value, foster innovation, and position tourism as a resilient and sustainable sector in the global landscape.

KEYWORDS: Knowledge management, Tourism ecosystems, Tacit knowledge, Explicit knowledge

SCHEDULING:

Thursday 12th October, 2023	15:30 - 17:00	VIRTUAL ROOM THU-2	GR

EA-26

Smart technologies and sustainability, the way to develop a Smart destination

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ABSTRACT

The aim of the study below is to show the transforming process of a mature destination with strong seasonality, into a competitive smart destination with innovative actions. As the tourism industry worldwide is facing the problem of continuously increasing competition, destinations are forced to search for fresh ways to improve their image and maintain their market position. The literature review shows, that most efficient way of resolving this problem is to differentiate and modernize the product, so tourism destinations can remain competitive. In the modern era, the rapid development of information and communication technologies (ICT's) has brought great changes to the tourism industry. The fast flow of data and statistics analysis in real time as well as the intimacy of potential visitors with smart technologies placed in their hands, can help to understand the impact of tourism on the destination, compared to the past and indicative of the future. The concept of Smart tourism is characterized by the interaction between stakeholders, digitalization of their businesses and agility. The process itself, can include new ideas, new procedures, significantly improved services, and renewed approaches of stakeholder's involvement. Probably, the most important aspect, is that the modern tourism industry through the socio-economic development of destinations must rely solely on sustainable development, sustainable energy sources and the cultural heritage of the destination. The process of transforming a mature destination into a smart destination with innovative actions, is completed, when technology brings together all aspects of cooperation between authorities, infrastructures, tourists, and residents, making a destination, accessible for all, where everyone can coexist in a clean and friendly environment. This paper is focusing on the potential of one of the leading branded destinations in Greece with a classic product "sea & sun", to exploit new technologies, to take innovative actions, to implement sustainable sources and reveal the possibility of transforming it into a competitive, smart destination.

KEYWORDS: Smart destinations, innovation, ICT's, accessibility, sustainability

EA-27

Cultural Tourism on Ios, Greece

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ABSTRACT

This research was created within the framework of the academic subject "Distinct and Alternative Tourism Classifications" of the Department of Tourism, University of Piraeus. A secondary research upon the travel behavior of cultural tourists can show the little modern information available about this topic, therefore the difficulty in gathering data for future purposes. Furthermore, the study of the cultural tourists opinion about a small Cycladic Island known for a different type of tourists is important is very interesting, amd it can show the possibilities for the tourism of the island to grow in different directions. Also, the information about COVID-19 will also help with the modern travel behavior of the particular tourists.

For this research, there was a secondary research and a primary research with questionnaires. Their aim was the implementation of primary research on the profile of cultural tourists. There is also a special section dedicated to cultural tourism in Ios, Greece, as well as a unit on the travel behavior of cultural tourists after the appearance of the pandemic COVID-19.

The approach was by posting the questionnaires, both in greek and in english on social media, such as Facebook, Instagram and Reddit. On Facebook the posts where on groups related to cultural tourism, on Instagram there were pages related approached and also on Reddit there were subreddits about this topic. The approach was also on blogs and pages that concerns this subject. The sample was a total of 162 people

In terms of the findings, cultural tourists are 62% females and in the age of 56-65 tend to travel 8-14 days in total, they care mostly for authenticity and getting in touch with the locals, 92% compines cultural travel with another type of tourism, 90% with sun-sea-relaxation. 3/5 people would travel to Ios for cultural tourism and finally they care about good disinfection and a reliable health system.

All this information could be used by companies such us a travel agency to have better packages for cultural tourists, and it will also help academically study their behaviors.

KEYWORDS: Cultural, tourism, research, profile, covid-19, Ios

SCHEDULING:

Thursday 12th October, 2023	15:30 - 17:00	VIRTUAL ROOM THU-2	GR

EA-28

Social Media preferences among senior citizens in Greece.

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ABSTRACT

The use of Information and Communication Technologies (ICTs) has grown increasingly important in addressing the diverse needs of various population groups, and this is particularly evident among senior citizens. Active engagement of the senior or elderly in social media is increasingly recognized by the local authorities as important for several reasons. While traditionally social media were considered a platform for younger generations, social media hold nowadays significant advantages for older adults, offering them the opportunity to connect with long-distance family members and other friends, create new friendships, and find old onesovercoming the feelings of loneliness.

Furthermore, social media can be an easy way for seniors to learn from online sources and be involved in every day activities that are important to their generation.

This study was conducted among a self-selected sample of 100 elderly participants in Greece, who were retired, aiming to explore their preferences regarding their use of social media. This study explores specific emphasis on their online activities and the social media platforms they prefer to use.

The study reveals that among the participants, Facebook emerged as the overwhelmingly favored social networking platform, chosen by a substantial 74%. Following closely, Messenger was 50% of the participants' preferences, while Viber was only 48% of their prefencies. Senior citizens who preferred Facebook said that it was easier to use it amongst other social media, was more authoritative, constantly updated and had daily news and online participation of other senior citizens.

This pilot study proposes an innovative approach for communication with senior citizens and supports the idea of the creation of online learning modules using Facebook. According to their suggestions, these courses could be led by retired professors who can eaily approach and understand the needs of senior citizens.

KEYWORDS: social media, senior citizens, learning, online courses

SCHEDULING:

Friday 13th October, 2023	11:45 - 13:15	VIRTUAL ROOM FRI-1	GR

EA-29

Literature review in the Gaming Industry: The Struggles and Future of AAA Publishers

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ABSTRACT

The advent of digital storefronts such as Steam, Xbox Store, and PlayStation Store has democratized access for creators, disrupting the monopoly of physical retail on game distribution Major publishers were slow to adapt to this change, failing to leverage the advantages of physical retail in the digital realm In response, companies like Activision, Electronic Arts, and Ubisoft developed their own clients to circumvent platform fees and launched subscription services. However, these efforts were not sufficiently early or compelling to gain significant traction. (Banfi, 2023; Freeman et al., 2023)

Over the past 5-7 years, AAA publishers have attempted to use production scale as a competitive advantage. The high costs associated with producing titles like Call of Duty or Red Dead Redemption have mostly been borne by a few companies such as Activision or Take 2. (Ethan Gach, 2023) This approach has allowed these publishers to maintain their top franchises among the best-selling games each year. However, the high production costs have also hindered their ability to create new intellectual property (IP), leading to risk aversion and a reliance on rented IP to offset risk. (Ahmadu, 2023; Ard, 2022)

Despite their initial strength in physical retail, AAA game publishers have failed to create any significant platform effect for themselves. They continue to build their scale through aggregated per game P&Ls, focusing on maximizing each new release of their existing IP. In a world where AAA publishers lack real distribution leverage with consumers and production efficiencies, and where their new IP hit rate is not disproportionately higher than the industry average, we see that most top franchises today were not created by AAA game publishers.. (Cote& Harris, 2023; Lehtonen et al., 2023)

This shift in the gaming industry landscape puts AAA publishers in a precarious position moving forward. They are milking their top franchises but struggling to refill their portfolio of hit franchises. Most AAA publishers are riding the success of franchises created over a decade ago. (Lehtonen et al., 2023). This literature review provides a perspective on the challenges and transformations that AAA video game producers face as they adapt to the dynamic world of digital gaming.

KEYWORDS: digital storefronts, game distribution, AAA publishers, production scale, intellectual property, platform effect

SCHEDULING:

Friday 13th October, 2023	11:45 - 13:15	VIRTUAL ROOM FRI-1	GR

EA-30

Leveraging Systemic Methodologies and System Dynamics in Modern HR Practices and Talent Acquisition

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ABSTRACT

In today's rapidly evolving business landscape, human resources (HR) and talent acquisition play a central role in a company's success. To manage the complexity of modern HR, HR practitioners are increasingly turning to systemic methods and system dynamics as essential tools for strategic planning and decision-making. This case study explores the impact of incorporating systemic thinking and system dynamics into HR practices and talent acquisition strategies and demonstrates their potential to improve business performance, drive innovation, and achieve sustainable growth.

Systemic methods in HR encompass a holistic approach to managing people and resources within an organization. By viewing HR processes as interconnected components of a larger system, HR experts gain valuable insights into the complex dynamics that influence employee engagement, performance, and satisfaction. Systems thinking encourages HR professionals to examine the entire lifecycle of talent, from recruitment to retirement, taking into account how each stage affects the whole.

Systems dynamics modeling provides a dynamic and data-driven approach to talent acquisition. By creating models that simulate the flow of talent within an organization, HR teams can anticipate workforce needs, identify potential bottlenecks, and optimize recruitment strategies. This methodology enables HR professionals to make informed decisions based on a deeper understanding of how various factors such as market trends, turnover rates, and skills shortages interact over time.

All the above offer HR leaders the opportunity to align their strategies with broader business goals. By demonstrating the interdependent relationships between HR practices and business outcomes, HR professionals can develop more effective talent acquisition strategies. This approach enables HR to become a strategic partner in driving innovation and growth, rather than just a support function.

Incorporating systemic methods fosters a culture of continuous learning within HR departments. HR Professionals become more adept at recognizing patterns and feedback loops, leading to better decision-making and problem-solving. This cultural change extends throughout the organization and promotes a dynamic and adaptable workforce.

KEYWORDS: HR, talent acquisition, systemic methodologies, system dynamics

SCHEDULING:

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EA-31

Methodology for effective management of risks that take place in Intensive Care Units (ICUs) of health units: A systemic approach

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ABSTRACT

The viability of modern business entities presupposes the existence and implementation of effective operations, procedures, and work plans which, along with the others, must include a risk and threat management plan. In the complex and dynamically changing business environment, business management must be alert and vigilant aiming at growth or otherwise at their survival. Especially in cases such as the need for new investments, the purchase of new equipment, attacks from the competition, reduced financial liquidity, etc., weaknesses emerge to address and mitigate risks that threaten the development, smooth operation, and possibly the sustainability and achievement of the business objectives of the companies. The consequence of these is the need for close monitoring of key changes in risks, therefore leading to this situation becoming a major consideration and concern for any provident entrepreneur.

It is worth emphasizing that the term "risk" does not constitute a measurable quantity, i.e. it has no dimension as it is not something "tangible". In other words, it is an "intangible" quantity; thus the only possibility that exists and the need that emerges, in order to weigh a risk, is to evaluate it. The assessment, however, cannot be done in a random, shallow, sketchy way and generally without rules (norms) that in some sense define the rationale for each assessment of the severity of a risk. Risk is usually associated with something negative (event, situation, incident, condition, circumstance, among others) that brings about effects and consequences to a business or organization. In businesses, the possibility of an unwanted negative event occurring during their operation exists on a regular basis. The more complex the operation and process of development, production, service provision, and product distribution, the more likely such a "negative" event will arise. The impact of such an event can in many cases affect the desired (final) result and subsequently negatively affect the achievement of some goals or a situation and have serious consequences of any form and configuration. A variety of regulatory, environmental, economic, geopolitical, and internal business factors play a substantial role in affecting the success or failure of any organization. This encompasses natural or technological disasters, interruption in the supply of resources, availability, and pricing of commodities, developments in the industry in which the company operates, geopolitical risks, and even bereavements. Additionally, this entakes monitoring relevant legal and regulatory environments in respective jurisdictions to identify changes that could affect the

business and its objectives.

When the need arises and business risks become apparent, the managers and executives of the companies must proceed to identify and record them, so that they can then be evaluated and decisions can be made for their management, i.e. their treatment. Hence, the relevant risk management team (within the company or with the assistance of external partners/experts), initially reviews the situation and records all the possible risks that contain the potential to spring up and bring consequences to its smooth operation.

An effective risk management methodology (risk assessment and after that risk management) is described in this presentation.

KEYWORDS: Intensive Care Units, risk assessment, risk management, hazard, risk mitigation, risk matrix.

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EA-32

Development of a sustainable IoT application for supermarkets

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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 and sustainable choices, increase product transparency, eliminate waste and increase the biodiversity.

In order to operate a supermarket in a sustainable way with less impact on the climate change, it is necessary to develop a long term strategy which will focus on world's health crisis, on the climate impact, on the workplace safety, on the human rights as well as on the product integrity.

Energy consumption is a key driver for the operation of a store which has a big impact on the financial results of the company. In particular, the commercial refrigeration system consumes 60 % of the total energy consumption of a store. Therefore, it is necessary to develop a smart and innovative system which will control the operation of all refrigeration systems (racks), all cooling cabinets, all freezers as well as all cooling and freezing chambers. In addition to this, this system will inform external providers in case of a failure.

Using the DCSYM and the VSM tools we will analyze the current situation of the operation of refrigeration system with the customers, the employees as well as the internal and external environment. The results of the DCSYM Methodology will help us to design an intelligent and efficient IoT application.

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

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

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

KEYWORDS: Supermarket, DCSYM, VSM-Model, EMS, Real-Control System, Sustainability.

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EA-33

Systemic Analysis for sustainable energy autonomous small islands

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ABSTRACT

Greek small islands are facing several problems in meeting their energy needs. When we refer to energy needs, we mean both electricity production and transportation. Some of them are connected to bigger islands via submarine cables or others have their own small Thermal Plant. The cost of the produced energy is very high in both ways. On the other hand, liquid fuels supply is a great issue since the cost is very high, even though the daily distances covered and the local road network are very low. Furthermore, the connection with bigger islands or the mainland is problematic especially in the winter.

Greece has very high potential of wind and solar energy which can be used in order to cover the small islands needs, combined with energy storage systems. This can reduce the dependence from conventional energy systems in order to make the islands autonomous and sustainable covering their needs locally just using their Renewable Energy Sources. Of course, the use of electrical vehicles is very crucial in order to avoid liquid fuels.

The purpose of this particular approach is to design of an integrated system to cover the energy demands using just the Renewable Energy Sources of the island, combined with the necessary storage capacity and an application of forecasting and management techniques.

A central management control center must be developed in order to combine production forecast with energy needs and energy storage capacity. The reliability of the system is very critical, since avoiding potential failures and improving the quality in energy supply is very important. Of course, reduction of energy usage without reducing the comfort of local people and visitors is very critical in terms of their training in energy consumption.

The combination of the collected data with the appropriate storage system, as well as the utilization of any excess energy for additional needs, will enable the full utilization of the RES production, minimizing or eliminate the use of fossil fuels if possible. The goal is to make the islands autonomous.

The complexity of such systems is obvious. The control of the systems is the first step to a sustainable operation of such facilities. The design of a reliable control system which will analyze the needs and the consumption of energy in all the systems is the basic step to equalize the production with the energy needs.

An energy management system will help analyze the needs of energy in all the systems, improve the efficiency of the electricity and transportation needs and reduce the consumption in order to make the whole installation energy efficient.

Using different systemic methodologies such as Design and Control SYstemic Methodology (DCSYM) and Viable Systems Model (VSM) we will analyze the operation of the existing island electrical grid and transportation network and find out the needs for improvement.

With DCSYM we will display the communication flows between all the parts of energy systems. Improvement of the existing situation will be proposed in order to achieve an optimal operational structure. This will lead us to the design of a much better management of the island energy needs. The implementation of an efficient Energy Management System which will control all of the parts of the system, take into account all the interaction between user needs, environmental factors, occupancy, etc., in order to make the system smart and efficient is the scope of this study.

Using the VSM we will analyze all the processes and the interaction between all steps of the

proposed system in order to implement a viable and energy efficient facility.

The results of the above proposals are very clearly showed through the analysis, where we can see the structured way of the operation and control between the people energy needs, the RES production potential and the storage system, which is leading to effective autonomous small islands covering their energy needs.

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

KEYWORDS: Systemic Methodologies, Systems Thinking, System Dynamics, Energy Management, Autonomous energy islands

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EA-34

Structural change and use of modern technology in the First Line Operations department (NOC) of Victus Networks. Modelling of the department's monitoring centre management using DCSYM and VENSIM.

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ABSTRACT

This paper describes how a telecommunications company can adopt innovative technologies (AI), and the systemic dynamics using the corresponding tools DCSYM, VENSIM to develop and improve its business activities.

DCSYM

First the operational environment of the company and the department is presented and then with the help of the systemic methodology DCSYM (Design and Control Systemic Methodology) dynamically reflected the existing situation, the problem, and then the proposal for improvement.

The steps are as follows:

1.Hierarchical structure of all parts of the system (First Line Operations with systems, subsystems, persons, and external environment).

2.Detailed analysis of communications and control channels with great emphasis on the correct choice of specific values.

3.Planning the Existing Problem Status with slides for structure, communication, control.

4.The Improvement Proposal refers to the creation of a new department in the already structured First Line Operations organization, as well as six other staff empowerment actions.

5.Design of the Improvement Proposal with slides for structure, communication, control.

6.Comparison of the Existing Problem Status with the Proposal for Improvement.

VENSIM

Then using the Vensim Modelling and Simulation software we reproduce the problem under study and examine its behaviour.

The steps are as follows:

1. Modelling
   a. Identification and behaviour of the main variables.
   b. Identification of flows and accumulations.
   c. Model creation (accumulations, flows, and flow dependencies).
   d. Complementary variables and dependencies.
   e. Quantitative data.
2. Simulation.
3. Model Assessment.
4. Conclusion Export.

KEYWORDS: AI, DCSYM, VENSIM

EA-35

Exploring Digital Technology and Sustainable Development Integration in a Shared Data Environment: A Conceptual Framework on the Retail Sector

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ABSTRACT

With the rapid increase in data creation and distribution in the era of Industry 4.0, effective solutions are needed to address the challenges of data security, privacy, and sustainability. This paper emphasizes the importance of utilizing innovative technologies and aligning with the UN Sustainable Development Goals to protect data. To tackle these challenges, the EU-funded project TANGO (Digital Technologies ActiNg as a Gatekeeper to information and data flOws) has been established to address security and sustainability issues across various industries, including retail. By identifying and resolving sector-specific issues, the project aims to provide personalized shopping recommendations to consumers and wholesalers. The authors also highlight the connection between data sharing, digital transformation, and sustainable development through a literature review. To achieve secure and privacy-preserving data exchange, TANGO's retail pilot utilizes AI algorithms to analyze historical data for consumer and wholesaler preferences. The pilot explores data sharing using Blockchain and smart contracts, while federated learning and tokenization enhance privacy and provide tailored recommendations. The paper proposes the TANGO platform as a solution for digitization and data security challenges, using the design thinking methodology. In conclusion, the paper urges the industry to leverage emerging technologies to improve sustainability and data security. TANGO serves as a guide for navigating the digital landscape of Industry 4.0.

KEYWORDS: Digital technology, Sustainability, Shared data environment, Retail sector, TANGO platform, Industry 4.0

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EA-36

Digital Businesses and Social Sustainability: The Role of Innovation

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ABSTRACT

The nexus of digital business, innovation and social sustainability has emerged as a central area of inquiry in modern entrepreneurship studies. As technology continues to progress at an accelerated pace, digital businesses have achieved unparalleled visibility. Beyond altering the economic landscape via novel technologies and business models, it is increasingly anticipated that these companies will also assist in meeting wider social sustainability objectives.

Digital businesses rely on digital technologies to carry out various aspects of their activities. These companies have unique capabilities, including the ability to scale their operations rapidly, react with agility to market changes, and make informed decisions using data analytics. Nevertheless, these benefits also possess several limitations and challenges. The digital presence of online businesses prompts inquiries about their position and accountability in the tangible communities they operate in. Traditional corporate social responsibility frameworks often fall short of addressing the complexities faced by digital businesses.

In this diverse context, innovation has a broader sense than just technological advances. It also encompasses novel business models, progressive management practices and the creation of symbiotic stakeholder relationships that promote community advancement. In essence, innovation in this respect is a multifaceted approach that aims to create social value in addition to economic returns.

Often overshadowed by the more visible environmental challenges, social sustainability is an essential dimension of sustainable development. It refers to the ability of a particular societal system to promote the well-being of its current members while enabling future generations to prosper. Important aspects of social sustainability are: social equity, community development, human rights, ethical governance and long-term societal resilience. Each of these aspects needs collaborative efforts and resource provision to be realised, and this is where the potential of digital business comes into focus.

Using a quantitative research approach, a questionnaire was distributed to managers of a sample of Greek digital companies. The survey attempted to quantify the relationship between innovation practices and social sustainability performance. The data was analysed using regression analysis to examine the underlying relationships between variables. The results indicated a significant positive relationship between innovation and social sustainability among digital companies in Greece. Firms that adopted innovative practices

were more likely to report more social sustainability initiatives.

These results have several implications. For scholars, they provide empirical evidence of the link between innovation and social sustainability, especially in the field of digital business. For business managers, the findings provide a compelling case for incorporating innovative approaches to meet social sustainability goals, indicating that innovation can be a driver of social outcomes.

KEYWORDS: digital business; social sustainability; innovation; Greece

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EA-37

A Reappraisal of the Relationship between Technological Innovation and Sustainable Development: An innovation-centered approach

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ABSTRACT

The increasing importance of technological innovation is due in part to the globalization of commodity and services markets and the advent of advanced technologies. Competition has put pressure on firms to continuously innovate to produce differentiated products and services. Technological Innovation, as a powerful means of competitive differentiation, enabling firms to penetrate new markets and achieve higher firm performance. Moreover, it addresses the critical issues of survival and competence in a rapidly evolving environment.

The importance of sustainable development is linked to the current pressures for change that most organizations face. Within an unstable, pressured environment, the need for sustainable development on a major scale is seen as a necessity. One of the key areas that has been addressed by academic researchers, practitioners and policy makers is that sustainability should be tackled based on an innovation-centered approach. The relationship between technological innovation and sustainable growth has been brought to the surface, given the concerns of academics, industry professionals and policymakers due to the changes that have occurred in the last decades and have transformed it to an ongoing research topic on global literature.

In the present paper, we elaborate the emerging concept of technological innovation (product/services, process, radical, incremental) and corporate sustainable development to resolve complex strategic problems. To this end to examine the impact of technological innovation on sustainable development, we conduct quantitative research using dataset that includes large and medium sized Greek companies.

KEYWORDS: Technological Innovation; Corporate Sustainable Development; Sustainability; Firm Performance.

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EA-38

Entrepreneurial and Managerial Attitudes towards Sustainability: The Influence of Cultural Values

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ABSTRACT

The importance of cultural values in shaping the attitudes of entrepreneurs and managers towards sustainability is a central facet of organisational studies and environmental management research. In the face of environmental degradation, climate change and increasing social inequality, societies around the globe are pushing companies to move away from traditional profit-centred models towards more sustainable frameworks that balance economic gain with environmental stewardship and social responsibility.

The idea of sustainability has progressed considerably over time, surpassing mere environmental protection to incorporate social and economic components. In today's business setting, sustainability means conducting operations with regard to social responsibility and environmental consciousness. Often summarised as the "triple bottom line," this concept underscores the importance of people, planet, and profit. It entails implementing long-term strategies that ensure not only economic viability, but also a positive impact on society and the environment.

Despite the growing momentum towards sustainable business practices, entrepreneurs and managers hold differing approaches to this urgent need. These diverse attitudes are not solely influenced by factors such as market forces or regulatory constraints, but are also strongly shaped by the cultural context in which business leaders operate. Culture, with its network of shared values, beliefs and norms, holds significant influence in shaping perspectives on what is considered acceptable in a business context.

Using a quantitative research approach, a structured questionnaire was distributed to entrepreneurs and managers in Greece to obtain data. The responses were analysed using linear regression analysis to ascertain the impact of cultural values on attitudes towards sustainability. The results indicated a significant relationship between these variables. The implications of these findings are two-fold. Firstly, they highlight the necessity for a culturally sensitive method of promoting sustainability in business. Policymakers and business managers should consider the impact of cultural values when designing and executing sustainability measures. Secondly, the findings indicate that sustainability is not universally comprehended or valued as it is influenced by ingrained cultural attitudes. Multinational companies must grasp these cultural foundations to implement effective

sustainability strategies.

KEYWORDS: entrepreneurial attitudes; sustainability; cultural values

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EA-39

Adventure Tourism Market Research under the Auspices of the Municipality of Eastern Mani

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ABSTRACT

This comprehensive research project, conducted under the auspices of the Municipality of Eastern Mani, delves into the dynamic realm of adventure tourism. We investigate the multifaceted dimensions of adventure tourists' profiles, drawing insights from a wide array of sources, including Google Scholar, Statista, Google Trends, international organizations, and social media platforms.

Our research analyzes the demographic, geographic, behavioral, and psychographic attributes that characterize adventure tourists. By synthesizing data from diverse sources, we paint a vivid portrait of this distinct segment of travelers.

In the heart of our project lies a destination analysis, spotlighting Eastern Mani's appeal to existing adventure tourists. We evaluate the services currently offered at the destination, uncovering strengths and areas for improvement. This in-depth examination empowers the Municipality of Eastern Mani with insights crucial for enhancing the tourism experience and sustaining growth.

The culmination of our research is a strategic marketing proposal designed to bolster Eastern Mani's status as a premier adventure tourism destination. These proposals are underpinned by industry best practices and innovative strategies to ensure the region's long-term prosperity in the adventure tourism market.

This project bridges the gap between theory and practice, offering a roadmap for Eastern Mani to flourish in the adventure tourism sector. It is our hope that the findings and recommendations presented herein will guide the municipality towards sustainable development, improved visitor experiences, and a strengthened position in the competitive adventure tourism market.

KEYWORDS: adventure tourism, Eastern Mani, market research, profile of adventure tourists, destination analysis, sustainable development

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EA-40

A Systemic Perspective for Understanding the role of Leadership in Digital Transformation

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ABSTRACT

Since the term "Digital Transformation" is increasingly used in Contemporary Business Ecosystems, it is of great importance to understand the impact of Leadership on Digital Transformation.

Digital Transformation requires significant organizational changes to take place and a shift in strategy which may be difficult to accomplish without a dramatic change in organizational culture and processes. It is important for an organization's core Leadership to support this type of change and to have the vision that is required to accomplish related goals and objectives, even if the technical knowledge is not readily available.

Along with technology, Leaders operate across different organizational dimensions i.e. business model, structure, people, processes, technological adoption, offerings and engagement model to create an organization which is able to successfully transform. Digital Transformation is not possible without a Leader who creates the platform for it and drives stakeholders towards action. It is the Leader who gives a thoughtful application of technology to drive a sustainable business success.

This paper provides an overview of the role that Leadership plays in Digital Transformation, but it also highlights the Systemic perspective for understanding the role of Leadership in this transformation.

Systemic Leadership seems to be the answer to the challenges of the developments in the 21st century. The Systemic perspective is open to relationships, communication, change and the environment. Apart from the systems theory in social sciences, in terms of Leadership "Systemic" simply means thinking in contexts.

Systemic Leadership sees the whole issue, including aspects that are not immediately apparent. Other approaches consider only the obvious, measurable processes, problems and results following the simplified principle of cause and effect. By doing so, they see only a small part of reality. Systemic Leadership implies looking at the organization and seeing it as a whole. It means acting with Systemic awareness, an awareness that is rooted in the

understanding that the organization is an organic structure.

KEYWORDS: digital transformation, leadership, systemic leadership, business ecosystems, systemic, system dynamics

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EA-41

Coaching for digital transformation in Business Ecosystems

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ABSTRACT

The modern world and its constant state of change enforces an ongoing and tremendously increasing amount of pressure on organizations. Mitigating this pressure requires focusing on disciplines emphasizing the harmonization of people, the organization, and technology in all dimensions. The result of such a focus leads to becoming a high performer.

Organizations take two paths when making organizational changes, big or small. The first path demands the need for organization. The second path that organizations can take concerns culture. The second is a difficult path; it demands understanding and agreements (that have yet to be made), yet everyone holds on to it anyway. A company's culture should be smart, adaptable, and ongoing. Smart in the sense that they are agile, willing to experiment and accept failure, and utilize the failure to develop learning points for the future. The adaptability aspect of such a culture refers to being open and embracing new technologies, innovations, and occurring changes. Lastly, continuous Digital Transformation is an ongoing cycle. Therefore, a company's culture should be in a constant state of learning, development, and improvement. This presentation discusses how the Coaching approach contributes to staff's changing needs and demands for digital transformation, sustainability, and globalization (DTSG).

Digital transformation is a complex, multifaceted, and abstract phenomenon. People in an organization need to be able to explore the topic in a safe environment. To achieve a high level of performance in digital transformation, the business usually needs 3 to 10 years, depending on its size and complexity. During this time, it is essential to ensure that all stakeholders in the business are continuously trained and learning when it comes to complex topics such as Digital Transformation. In this ongoing process, it is critical to have an environment where individuals can expand their knowledge and participate in the process.

Digital transformation, sustainability, and globalization are three major forces shaping work and business's future. We must coach our staff to adapt to these changes and thrive in the new environment. Before Coaching, in order to do that effectively, it is essential to:

1. Understand the drivers behind digital transformation, sustainability, and globalization,

2. Assess the gaps between staff's current and desired performance and competencies in relation to digital (DTSG).,

3. Feedback, as a key component of Coaching, provides staff with timely, specific, and constructive feedback on their performance and progress in relation to (DTSG),

4. Facilitate learning as a need to create and foster a learning culture and environment that enables staff to acquire and apply the knowledge, skills, and attitudes required for (DTSG),

5.Empower staff to take action and implement their learning in relation to (DTSG).
In conclusion, Coaching staff for (DTSG) is not a one-time event but an ongoing process. Business leaders must be flexible, responsive, and proactive in adapting the Coaching approach to the changing needs and demands of their staff, organization, and environment. Doing so can help their staff grow and succeed in the new world of work and business.

KEYWORDS: digital, transformation, Business Ecosystems, Coaching

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Navigating Systemic Digital Transformation: Unveiling the Imperative Role of Knowledge Management Systems in Modern Business Ecosystems

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ABSTRACT

The ongoing digital revolution has transcended beyond mere technological adoption; it has ushered in a systemic transformation that permeates every facet of contemporary business ecosystems. In this era of profound change, organizations are compelled to holistically reconfigure their strategies, operations, and relationships. At the crux of this paradigm shift lies the criticality of Knowledge Management Systems (KMS) as catalysts for orchestrating and amplifying systemic digital transformation. This extended abstract delves into the pivotal role that KMS play in reshaping businesses amidst this all-encompassing digital evolution.

Systemic digital transformation entails a comprehensive metamorphosis that not only digitizes processes but also instigates a fundamental overhaul of business models, culture, and stakeholder interactions. In this context, Knowledge Management Systems emerge as indispensable enablers that facilitate the capture, synthesis, dissemination, and application of organizational knowledge in the digital age. By intertwining technology, data, and human insights, KMS empower businesses to navigate complexities, foster innovation, and cultivate adaptability on a systemic scale.

The primary objective of this study is to elucidate the symbiotic relationship between Knowledge Management Systems and systemic digital transformation. Through seamless knowledge flow, KMS bridge organizational silos, enhancing cross-functional collaboration and expediting the diffusion of digital practices. This, in turn, enhances the organization's capacity to respond swiftly to changing market dynamics, drive customer-centric strategies, and catalyze innovation.

Nonetheless, the effective integration of Knowledge Management Systems within the fabric of systemic digital transformation is not devoid of challenges. This study also examines potential impediments such as information overload, knowledge quality assurance, and cultural resistance. Addressing these challenges requires a holistic approach that combines technological sophistication with organizational change management strategies.

In summation, this study underscores that the importance of Knowledge Management Systems is amplified in the context of systemic digital transformation. As businesses navigate intricate webs of change, KMS emerges as the linchpin that fortifies their capacity to harness knowledge as a strategic asset. By encapsulating collective insights, promoting cross-functional collaboration, and fostering innovation, KMS empowers organizations to not only survive but thrive in the digital ecosystem. This study posits that the mastery of KMS within the space of systemic digital transformation is a cornerstone of sustainable success in an era of perpetual evolution.

KEYWORDS: Digital Transformation, Knowledge Management Systems, System Dynamics

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EA-43

Analyzing the Role of ERP Systems in Achieving Sustainable Competitive Advantage: An Insight through the VRIO Framework

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ABSTRACT

Enterprise Resource Planning (ERP) systems have become fundamental in contemporary businesses and organizations and their use is considered critical for their operation and sustainability. ERP is a software used to manage and integrate various essential aspects of an organization's operations, such as accounting, finance, HR, and supply chain management, helping the organization to operate in order to produce valuable products or services for its clients. As organizations grow and the complexity of their operations increases, having a unified system that offers a holistic view becomes vital. So, in order to better understand ERP systems' contribution to the sustainability of the organization they are being used, is crucial to relate them with the achievement of competitive advantage or even sustainable competitive advantage (SCA). The significance of ERP systems can be better understood when analyzed under the VRIO (Value, Rarity, Imitability, and Organization) framework, a tool used to determine an organization's potential for a sustainable competitive advantage. This study aims to develop a conceptual framework that outlines how ERP systems contribute to the VRIO model and to the steps from Recourses to Sustainable Competitive Advantage. By analyzing an organization's methods and interactions with ERP systems, we can gain insights into their operations, processes, routines and capabilities. The correlation between ERP systems and Sustainable Competitive Advantage is essential for effectively managing, evaluating and optimizing them to meet each organization's unique needs.

KEYWORDS: ERP systems, VRIO framework, Sustainability, Sustainable Competitive Advantage

SCHEDULING:

Friday 13th October, 2023	13:30 - 15:00	VIRTUAL ROOM FRI-2	GR

EA-44

Comparative analysis of Florida's and Greece's Quality Assurance Systems of Higher Education with the use of VENSIM

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ABSTRACT

This paper begins with an introduction to Florida's Quality Assurance and Compliance Department (QAC), which is part of the Division of Career and Adult Education of Florida's Department of Education. On the other hand, the Hellenic Authority of Higher Education (HAHE) is an independent organization, part of the European Association for Quality Assurance in Higher Education (ENQA) and the Greek Minister of Education is only authorized to supervise the legalities of HAHE's processes and procedures.

Both QAC and HAHE have designed and implemented systems to evaluate public Colleges and Universities. Their main purpose is to distribute grants and funds to Colleges and Universities in the way that all organizations receive what they have accomplished in certain fields according to QAC's and HAHE's, guides and criteria. These fields are used as our system's variables, and we measure their impact on the grant and fund distribution.

As follows we introduce our readers to systems thinking and complexity theory, and the use of information systems for managerial purposes and decision-making. Furthermore, we analyze QAC's and HAHE's systems with the use of the information system VENSIM and the variables that QAC and HAHE use according to their guidelines.

In the end, we discuss and compare the complexity of each system.

KEYWORDS: VENSIM, quality assurance, variables, QAC, HAHE, funds, grants

SCHEDULING:

Friday 13th October, 2023	15:30 - 17:00	VIRTUAL ROOM FRI-2	GR

EA-45

Communication, culture formation and change management in Greek educational organizations.

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ABSTRACT

Communication is one of the Man's social activities on a daily basis. It is the means that enables individuals to collaborate, get information and make decisions. Agencies operate similarly. More specifically, in educational organizations, those involved are in a constant communication process, as communication is directly related to the effectiveness of the organization. The importance of effective communication practices in school institutions and most importantly the role of leaders are evident in the development of effective communication both in the internal and external environment of the school organization. Therefore these leaders need to develop communication skills and practices. This will lead to the formation of a school culture with a view to increasing efficiency. But this improvement cannot constitute a few individuals work or efforts. Communication and cooperation should be done consciously by all stakeholders. Today, we observe that reforms are a permanent phenomenon in education, while their implementation and management is challenging and very demanding task. In this study we focus not only on the process, but also on the procedure of change using Systemic Thinking and Methodology.

KEYWORDS: Communication, School Culture, Change Management, Educational Organizations, Systemic Dynamics, Systemic Methodologies

SCHEDULING:

Friday 13th October, 2023	15:30 - 17:00	VIRTUAL ROOM FRI-2	GR

EA-46

Sports Programs and Facilities Operations of a Local Government Municipality: A systemic approach

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ABSTRACT

The object of this Certification Study is the study of the operations of the Department of Mass Sports, Sports Programs and Sports Facilities of a Local Government Municipality.

The Systemic approach of the identified problems in the operation of the Department of Mass Sports, Sports Programs and Sports Facilities is described and improvement interventions are proposed
in order to ensure its sustainability within the environment in which it operates by making use of Systemic Methodologies and simulation software of its functions.

For this purpose, the Design and Control Systemic Methodology (DCSYM) is applied, which is applied also for the typification of the Department of Mass Sports, Sports Programs and Sports Facilities, which is also the System to be studied.

For the conclusion of the System, the Systemic Methodology of the Viable Systems Model (VSM) is applied, which ensures the viability of the examined System, and their impression with the
help of the VSMod software. Modeling the functions of the considered System and performing
Simulation Experiments of the developed model, provides us with a tool for making the best decisions.

KEYWORDS: Systemic , Methodology, Local , Government, Municipality, Model.

SCHEDULING:

Friday 13th October, 2023	15:30 - 17:00	VIRTUAL ROOM FRI-2	GR

EA-47

"More learnigs, more earnigns" Important lessons, learned from Harvard Business School about Systems Transformation and leadership. How leaders move from ego-systems to eco-systems ?

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ABSTRACT

"More learnigs are able to bring more earnigns in business life. See why :

- Lesson 1: «Make learnings priority»
Why business leaders would pay huge amounts to their consultants, but bored to obtain knowledge themselves ;
Of-course it is good practice to delagate duties to specialists but don't they need to become critical enough so as
to take the appropriate responsible decisions ? Uneducated leaders are becoming weight for the company.
What possibilities has a cumbersome company to tranform ; Transformations from such leaders only by chance
can create profitable and sustainable systems. Certainly, you don't want to be such a leader ...

- Lesson 2: «Bite your tongue»
Please don't do public speaking about CSR & Social Innovation before having mapped your business system.
Before having designed your transformation goalsetted path to your ideal eco-system.
Or before having simulate your Canvas Business Company's Model. Does this makes "Any logic" to you ?

- Lesson 3: ...
So, Systems Transformations actually means :
- New or Updated Customer Expectations
- New or Updated Employee Expectations
- New or Updated Social Expectations
- New or Updated Vision - Mission (maybe)
- New or Updated Goalsetting Strategy ... etc
In other words companies need New Mindset Holistic Approaches to transform & compete in the market.
- How Systems Thinking relates to this transformation ?
- How might an Organization be prepared for change ?
- How the New Building Culture is going to be leaded ? By whom ?
- How & Which Mindset characteristics New Leaders should have ?
- How are we going to educate people into this ?
- How might we empower people and transform them into high extented leaders ?
- Are those people able to move from Ego-Systems Thinkers to Eco-Systems Thinkers ?

My purpose whithin this presentation is to transfer to Entrepreneurs useful important

knowledge obtained from my 18-months study at Harvard Business School in an effort to learn from Scientific World of Academics tips, theories & experiences regarding the business systems transformations, leadership, strategy & social innovation.

In Memoriam to Ms Marianna V. Vardinoyiannis

KEYWORDS: Systems Mindset Transformations, Leadership, Learnings&Earnings,

SCHEDULING:

Friday 13th October, 2023	15:30 - 17:00	VIRTUAL ROOM FRI-2	GR

EA-48

A Decision-making Model for Blockchain Technology which includes Business Parameters

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ABSTRACT

The Fourth Industrial Revolution has brought dramatic changes in the way we live and interact with other people. Although we developed the technology in order to make our lives better and easier, nevertheless we have created a fragile environment in which many risks lurk. For example, if a company wants to become more effective, efficient, and at the same time able to meet the increasing demands of its customers, it is expected to adapt to any new modern technological achievements (that is, to get digitally transformed). However, it will also have to renew its Business Plan in order to shield itself against new risks that may emerge due to the sudden changes that are being observed in today's business ecosystems.

At this point, a reasonable question arises: Which technology is adequate enough to provide to a company the necessary supplies to cope with the modern demands of society? In order to answer this question, we must use a systemic approach. That is, before defining which technology can satisfy the needs of a company's customers, we should also take into consideration other issues, such as data security, the opacity of how this technology works, the cost of using it, the time required: (a) for the installation of the necessary equipment, (b) for the network or even for the Ecosystem development and (b) for the familiarization of the users with its use etc.

Our study focuses on the Blockchain Technology (BT), and more specifically on the advantages that a Decentralized Application (DApp) offers. In the last few years, over ten (10) different decision-making models for using this technology have been presented. If we compare them, then we will come to the understanding that not only they share some common characteristics, but that at the same time they also lack of specific decision-making parameters. Our purpose is to present the comparison of eleven (11) different decision-making models, in which we have identified their common characteristics (as those constitute the minimum parameters of any such model) and we will also present three (3) parameters that are absent in each of those models. Lastly, to ensure the academic rigor and the integrity that such a comparative study requires, we will present an overall decision-making model that will contain all of those findings.

KEYWORDS: Blockchain Technology, Decision-making Model, Business Parameters, Systemic Approach, Ecosystem

SCHEDULING:

Friday 13th October, 2023	17:15 - 19:00	VIRTUAL ROOM FRI-1	GR

EA-49

The Systemic Metamorphosis of resources in modern software development organizations

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ABSTRACT

Modern software development organizations face a growing surge of complex service requests that present a significant challenge which threats both quality of the software solution and client's satisfaction . This paper delves into the transformative shifts needed in the roles and responsibilities of human resources with the help of DCSYM, aimed at addressing the formidable challenge of efficiently managing this upsurge.

This study employs a multifaceted methodology, combining systemic depictions of the PAST state which could barely handle the upsurge and the AS-IS state that effectively allocates the resources needed in such a way that the upsurge of requests is managed effectively. The findings underscore the compelling need for software and data driven organizations to adapt and expand their functions to align with the evolving demands of the digital age.

Following the above, the study encompasses:

Skillset Augmentation: Project Management and Business Analysis teams are increasingly involved in identifying and cultivating specialized skillsets among employees to navigate complex requests effectively. This includes training programs, upskilling initiatives, and fostering a culture of continuous learning.

Cross-Functional Collaboration: To address intricate requests, close collaboration is needed with cross-functional teams, fostering synergy between departments. This collaboration ensures a holistic approach to problem-solving and enhances the quality of customer interactions.

Strategic Workforce Planning: Project Management office takes on a strategic role in anticipating demand fluctuations and proactively aligning workforce capacities with service requirements. This involves effective business analysis, predictive analytics and flexible workforce management strategies.

Employee Well-being: Recognizing the potential for employee burnout, Project Management office focuses on employee well-being by planning their available workforce on an effective 6 hour daily workload, creating a resilient and motivated workforce capable of addressing complex challenges, while in the same time .

The transformation of roles and responsibilities within software development organizations is not only driven by necessity but also by the opportunity to enhance service quality and customer satisfaction. This paper underscores the strategic importance of effectively managing complex requests, by repositioning and upskilling valuable personnel in organizations, so as to thrive in the era of digital transformation.

KEYWORDS: Transformation, demand fluctuations, DCSYM, Software Development, Resource Allocation,

SCHEDULING:

Friday 13th October, 2023	17:15 - 19:00	VIRTUAL ROOM FRI-1	GR

EA-50

Strategic Integration of Systemic Thinking for Robust Cybersecurity Technologies Implementation in Modern Organizations

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ABSTRACT

In an increasingly digitalised world, cyber security has become a primary concern for businesses across all industries. To address the complex and evolving nature of cyber threats, organisations are turning to systemic methods and systems thinking, which are essential for the efficient and comprehensive implementation of cybersecurity policies and technologies. This case study explores the impact of integrating systemic thinking and systems dynamics into cybersecurity practises and highlights their potential to improve the security posture, promote proactive threat defence and enable organisations to effectively protect their digital assets.

Systems thinking in cybersecurity means recognising the interconnectedness of different components within an organisation's digital ecosystem. It encourages cybersecurity professionals to view security as a holistic system in which policies, technologies, personnel and external factors are all interconnected. This perspective helps identify vulnerabilities and understand how security breaches can propagate through the system.

System dynamics modelling provides a powerful framework for understanding the dynamics of cyber threats. By creating models that simulate the flow of threats, vulnerabilities and security controls, organisations can anticipate potential security breaches, assess their impact and optimise their cybersecurity strategies. This method enables data-driven decision-making and better resource allocation.
Also, incorporating systemic methods into cybersecurity planning helps companies align their security strategies with overall business objectives. This allows cybersecurity professionals to identify critical assets, assess risks and systematically prioritise security measures. This approach transforms cybersecurity from a reactive, compliance-focused activity into a strategic enabler of business resilience.

The dynamic nature of cyber threats requires companies to constantly adapt their cyber security measures. Systems thinking enables organisations to stay ahead of evolving threats by identifying systemic vulnerabilities and developing flexible security measures that can adapt to changing conditions. This adaptability is critical to maintaining a strong security posture in the face of new threats.

KEYWORDS: system dynamics, cybersecurity, business strategy

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Friday 13th October, 2023	17:15 - 19:00	VIRTUAL ROOM FRI-1	GR

EA-51

Innovations in Culinary Education through Digital Technologies: Implementing e-learning in Professional Culinary Arts Education at Continuing Education and Lifelong Learning Center "Mathimata Mageirikis"

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ABSTRACT

This research aims to revolutionize culinary education by harnessing the power of digital technologies. In particular, we will employ a case study approach centered on the Continuing Education and Lifelong Learning Center Mathimata Mageirikis. Our study aims to dissect the challenges encountered during the implementation of digital systems within CLL's educational programs and to propose innovative solutions that can facilitate a successful transition into the digital realm.

Our investigation into CLL's experience will serve as a poignant case study. It provides an illuminating glimpse into the intricacies and hurdles faced when integrating digital tools into an educational framework. By delving into CLL's journey, we aim to identify pitfalls, lessons learned, and opportunities for growth.

To comprehensively address the multifaceted challenges and opportunities within this case study, we will employ a combination of System Dynamics, Project Management, and Lean Management methodologies. This interdisciplinary approach allows us to holistically analyze CLL's experiences, charting a path toward efficient and effective digital integration.

This study holds immense significance as it bridges the gap between academic research and the practical realities of a small to medium-sized enterprise (SME) in Greece. The successful alignment of educational programs with the digital landscape is not only a pedagogical necessity but also an economic imperative for SMEs.

As we navigate this evolving educational landscape, our primary goal is to envision a future where digital technologies enrich and elevate culinary education. We will explore how e-learning platforms, interactive tools, and virtual experiences can enhance the understanding of culinary arts and equip learners with practical skills.

KEYWORDS: Culinary Education, Digital Technologies, E-Learning, Professional Culinary Arts, Innovation in Education, Center for Lifelong Learning (CLL)

SCHEDULING:

Friday 13th October, 2023	17:15 - 19:00	VIRTUAL ROOM FRI-1	GR

EA-52

Systemic Approach To The Development Of Innovative Drugs In The Pharmaceutical Industry

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ABSTRACT

One of the most important achievements of the 20th century is the development of modern pharmaceutical products. Since their appearance in the early 20th century, drugs such as penicillin, streptomycin, and vincristine, among others, have made significant contributions to the management of human diseases. As a result, new pharmaceutical treatments have extended human lifespans and improved quality of life. The development of novel drugs largely relies on the investment of pharmaceutical companies in research and development (R&D). Despite the rapidly elevated R&D budgets there seems to be a decline in the number of approved New Molecular Entities from FDA. The process is extended, costly, and dangerous in many cases. The whole time from beginning R&D to FDA approval can take 10 to 15 years, with a typical expense going from $1.2 billion to more than $1.8 billion. Simultaneously, new drugs must exhibit improved drug delivery and efficacy and low or no toxicity. In this context, ex vivo and in vitro models, computer assisted drug design and in silico approaches are progressively utilized in different phases of drug development which fundamentally diminish the expenses and time. The advantages of the internet of thing (IOT), particularly through modularization, can meet prerequisites for serialization and have the potential chance to use smart information that are now expected in the drug production. The aim of the project was to develop a model for dynamic research and development of new drugs using the Vensim software. Also, using the model was able to examine the factors that have a great impact on new drug development. 3 possible scenarios were tested. Data showed that the voluntary selection factor, the influenced acceptance factor, trial and final evaluation times, as well as the percentage of Lead Molecules to Investigational Drug and Investigational Drugs to Approved were the most important factors in new drug development. The development of the model using the aforementioned software also permitted the investigation of strategies and variations in drug manufacturing process. Thus, we can adjust parameters and practices to improve performance and reduce production times. Finally, our model provided a platform for testing and evaluating various scenarios and helped with decision-making based on information and analysis, reducing the degree of uncertainty and the risk of wrong decisions for future drugs. Thus we can adjust the strategy and be prepared for potential problems that may arise.

KEYWORDS: vensim model,innovative drugs,pharmaceutical industry

SCHEDULING:

Friday 13th October, 2023	17:15 - 19:00	VIRTUAL ROOM FRI-2	GR

EA-53

Systemic digital marketing in medical vaccine awareness for health care professionals

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ABSTRACT

The use of informational websites as a means of imparting knowledge about vaccinations and specific vaccines to medical professionals is the subject of investigation in this thesis. In specifically, the analysis of the case study will come after first doing a literature research on the topic that is currently under discussion. This step will be followed by the examination of the case study. In the course of the case study, we will conduct an in-depth investigation into the development and use of an information website. This website will have research and studies, as well as news, publications, and articles on vaccines. The purpose of this research is to determine whether or not regular reading of a news website may help medical professionals like doctors and nurses learn more about a certain medical topic and improve their understanding of it. In the end, the investigation will take into consideration a variety of elements, including the regularity, pace, and frequency of reading, as well as whether or not the individual subscribes to a news website that conducts in-depth research on matters pertaining to medical material. For the purpose of the study, a simulation of a model will be used in order to get an understanding of all of the aspects that influence the growth and acquisition of knowledge by healthcare professionals. In order to get an understanding of the system, the Vensim model will be used. The modeling of dynamic systems is an essential tool for comprehending and doing in-depth research on the complicated occurrences that take place in our environment. The processes, linkages, and interactions that have an effect on the development of a system over the course of time may be depicted via the use of modeling. Modeling dynamic systems provides a framework for exploring the causes and consequences of a system as well as forecasting its future behavior. This may be accomplished by looking into the past of the system. The process of developing models allows us to investigate which characteristics and processes are essential to the development and evolution of a system, as well as how we might tweak inputs to get the desirable results.

KEYWORDS: vensim model, digital marketing, vaccine awareness

SCHEDULING:

Friday 13th October, 2023	17:15 - 19:00	VIRTUAL ROOM FRI-2	GR

EA-54

Digitalization and opportunities of application of AI in Medical Image Interpretation: A literature review

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ABSTRACT

AI's application in interpreting medical images, a crucial aspect of radiology, has seen noteworthy progress in recent years. This article discusses the advancements, challenges, and opportunities in developing and integrating AI models into clinical radiology. It highlights the role of AI algorithms in assisting radiologists with detection, workflow management, and quantification. (Mall et al., 2023) It also addresses the emerging trend of non-radiologist clinicians using medical imaging AI. A key challenge in this field is the generalizability of AI algorithms across diverse clinical scenarios, which requires robust validation measures that include clinician-AI collaboration, transparency in AI decision-making, and continuous post-deployment monitoring. (Rajpurkar and Lungren, 2023)

In recent years, AI models have shown impressive success in interpreting medical images. These applications span various medical imaging domains, such as diagnosing skin conditions, interpreting electrocardiograms, analyzing pathological slides, and evaluating ophthalmic images. Within this landscape, AI's role in radiology is prominent, offering significant potential in detecting and classifying abnormalities in plain radiographs, CT scans, and MRI scans. The use of AI in radiology improves diagnostic accuracy and facilitates more informed treatment decisions. (Siontis et al., 2021; Jones et al., 2022)

The integration of AI into radiology presents both benefits and challenges for the medical and AI communities. Overcoming these challenges and developing comprehensive solutions, including advanced foundation models, will encourage broader use of AI in healthcare. (Lu et al., 2021)
The future of medical AI is promising. Rapid advancements in multi-modal large language models in AI present exciting opportunities for creating versatile medical AI models capable of managing a wide range of image interpretation tasks and beyond. These models have the potential to transform healthcare by streamlining diagnostics, improving patient outcomes, and reducing healthcare professionals' workload. (Abràmoff et al., 2022a, 2022b)

In conclusion, AI's role in medical image interpretation, particularly in radiology, has seen substantial growth and success. While challenges persist, ongoing collaboration between clinicians and AI researchers, coupled with robust validation protocols, will pave the way for widespread integration of AI into clinical practice. The development of advanced AI models represents a pivotal opportunity to enhance medical image interpretation and ultimately improve patient care. (Eng et al., 2021; Nam et al., 2023).This literature review provides insights into the current state and future prospects of AI in radiology, highlighting its

potential to revolutionize the field of medical image interpretation.

KEYWORDS: Radiology, AI, Medical imaging, Machine learning, Diagnostic accuracy, Clinician collaboration

SCHEDULING:

Friday 13th October, 2023	17:15 - 19:00	VIRTUAL ROOM FRI-2	GR

EA-55

From digital-first to people-first. Investigating the necessity of the digital transformation of intangible cultural heritage organizations in the light of systems thinking and systemic multi-methodologies in the post-covid-19 era of globalization and climate change

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ABSTRACT

The aim of this presentation is to investigate the necessity of digital transformation in modern business ecosystems, especially in the field of intangible cultural heritage (ICH) with the quiver of systemic tools.

On 10.11.2021 the E.E. published a new Recommendation to Member States calling on their cultural heritage institutions to accelerate the digital transformation of cultural heritage (tangible, intangible, physical, digital), including all cultural heritage at risk, and to design a comprehensive strategy to national level that will contribute to the creation of a European Data Space in Culture, with the aim of maximizing the use of the cultural repository in education, research, tourism and creative industries.

Digital transformation is the penetration of digital technologies into businesses and the impact of technologies on society. Digital transformation is more than digitization. It is the entire strategy of a forward-looking business that has many faces such as digital platforms, productivity tools, the Internet of Things, cloud computing, blockchain technology, virtual reality technologies, and artificial intelligence. Digital transformation should not be equated with technological modernization, because it is not only limited to the technological side, and its success will depend on whether people can assimilate changes in processes, collaboration, thinking, and behavior. The key word is "people".

The ICH as a practice, representation, expression, knowledge/skill, is considered by UNESCO as part of the cultural heritage of a place: it includes non-physical intellectual property, such as folklore, customs, beliefs, traditions, knowledge, and language. It supports many of the United Nations Sustainable Development Goals, has great potential as a part of local identity, and can contribute to entrepreneurship and the economic development of local communities as a driver of sustainable development. What are the opportunities for entrepreneurs in the field of intangible cultural heritage? How can their businesses be profitable, reviving old techniques and offering unique folk crafts, food, and activities to the tourism market with the help of consultation, networking, and skills development?

The strategic requirements analysis, change management, and risk management involved in such an undertaking will be presented with the help of systems thinking and systemic multi-methodologies.

KEYWORDS: digital transformation, intangible cultural heritage, systems thinking, systemic multi-methodologies

SCHEDULING:

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