

Wednesday 07th October, 2026

09:30 - 10:15 OPENING CEREMONY WITH SALUTATIONS

VIRTUAL ROOM WED-1



CHAIR: Panagiotis Kalofonos

Opening and Salutation by **Mr Panagiotis Kalofonos**,
Chair of the Conference Organizing Committee and
Member of HSSS

Salutation by the Chair of the Conference Scientific
Committee **Prof Konstantinos Karamanis**, Vice-Rector
of the University of Ioannina, Department of
Accounting & Finance, University of Ioannina, Preveza,
Greece.

Salutation by the President of the European Union for
Systemics and President of the HSSS, **Professor Nikitas
Assimakopoulos**, University of Piraeus, Greece.

Salutation by **Professor Nikolaos Mylonidis** Member
of the Governing Board, University of Ioannina

Professor Galanou Aikaterini Head of Department of
Accounting and Finance, University of Ioannina

Salutation by Professor **Damien Claeys**, General
Secretary of the European Union for Systemics,
Brussels, Belgium

Salutation by **Dr. Stergiana Giannakou**, 1nd Vice
President of HSSS

10:15 - 11:45	KEYNOTE ADDRESS	
	VIRTUAL ROOM WED-1  <i>CHAIR: Panagiotis Kalofonos</i> KN Alexander N. Christakis The Eutopian Geometry of Language of The Science of Dialogic Design KN Christos Floros Systemic Management and Approaches in Finance: Lessons for Financial Leaders KN Nikolaos Kalatzis The Shifting International Consensus on Climate Policy: Trends and Added Value of a Systemic Political Economy Approach to Climate Action	
11:45 - 12:00	SHORT BREAK	
12:00 - 13:30	PARALLEL SESSIONS	
	VIRTUAL ROOM WED-1  <i>CHAIR: Ioannis Tsiotsiopoulos</i> EA Ioannis Alex Tsiotsiopoulos FLEXIBLE SYSTEMIC LEADERSHIP - Future Systems Leadership Framework in High-Complexity Organizations EA Eleftheria Michailidou Systemic Analysis and Transformation of the Order Management in an Export-Oriented Manufacturing Company EA Angeliki Lapsana AI-Assisted Project Management for Contract and Request Management Improvement in TRAVCO Corporation Ltd EA Evangelos Paschalis Systemic Cloud Transformation in the Insurance Industry	VIRTUAL ROOM WED-2  <i>CHAIR: Katerina Kotsi</i> EA Anna Katsavou Sustainable development of abandoned villages - a systemic approach EA Maria Stogiannou Systemic Approach and Applied Systemic Methodologies for the Improvement of Veterinary Clinic Operations EA Chronis Kechagias Systemic Interventions in the "Mushrooms Kechagia S.A" company EA Katerina Kotsi The Systemic Growth Framework (SGF): Towards an Integrative Systemic Perspective on Sustainable Individual and Organisational Growth
13:30 - 14:00	LUNCH BREAK	

14:00 - 15:30	PARALLEL SESSIONS		
	VIRTUAL ROOM WED-1  <i>CHAIR: Panagiotis Kalofonos</i> EA Kyriaki Varvarigou The Accounting Services Sector In Greece: A Systems Approach Using SSM And DCSYM EA Georgios Syrrakos Systemic Approach to E-Commerce Challenges: Shopping Cart Abandonment and Logistics Management EA Lela Liapi Application of Systemic Methodologies in Logistics Management: The Case of FedEx	VIRTUAL ROOM WED-2  <i>CHAIR: Eleftherios Kakavoulis</i> EA Ioannis Taflampas Kostelidis Systemic Reorganization and Digital Transformation of "World of Travel" (ALICE REAL ESTATE TOURISM S.A.) via DCSYM and SSM Methodologies EA Katerina Nounou Modern System Dynamics and Digital Transformation in a Commercial Company EA Vasiliki Voulgari Systemic Transformation of the ENOSEAS Group: From the ARGO NAVIS Scope Crisis to an Integrated Sales Enablement Structure EA Panagiota Tsantili Digital Transformation of the Fleet Management and Routing System of "The Smile of the Child"	VIRTUAL ROOM WED-3  <i>CHAIR: Rallis Antoniadis</i> EA Panagiota Ilias Koutrakou Systemic Study of Customer Base Development in a Modern Olive Mill: Application of SSM, DCSYM, and Vensim EA Vasiliki K Moysoglou Systemic Interventions in a Family-Owned Business EA Orfeas Nikas A Systemic Approach to Intergenerational Succession in a Family Business: Diagnosis and Intervention Design at Idolio Gallery EA Iordanis Kalofonos From Systemic Diagnosis to Applied Solution: DCSYM Studio and JKal CRM as Integrated Tools for Sales Process Improvement in a Greek SME
15:30 - 15:45	SHORT BREAK		
15:45 - 17:15	KEYNOTE ADDRESSES & PARALLEL SESSIONS		
	VIRTUAL ROOM WED-1  <i>CHAIR: Despina Kefalloniti</i> KN Georgios Varsos Beyond AI Adoption: Managing Organizations as Systems in the Age of Intelligent Machines KN Despina Kefalloniti Systemic Management and AI Governance: Towards an Adaptive Governance Architecture KN Roelien Goede Reporting of a CSH project in the AI era	VIRTUAL ROOM WED-2  <i>CHAIR: Eleftherios Kakavoulis</i> EA Eleftherios S. Kakavoulis H-SCALE™: Advancing Applied Systemic Management in the AI Era through Human-Systemic Learning EA Christos Pollatos From Communication Failures to Organizational Redesign: A Systemic Multi-Methodology Case Study EA Panagiotis Lepelis Systemic Management and Thinking for Responsible AI Governance EA Konstantinos Villios Beyond Cloud Misconfigurations: A Systemic View of Privacy Risk and Organisational Resilience	VIRTUAL ROOM WED-3  <i>CHAIR: Rallis Antoniadis</i> EA Evangelos - Dimoulas Systemic Analysis, Modeling, and Process Improvement of "ANAVATHMISI S.A." EA Stefanos Kyranas Systemic Analysis and Optimization of the Operations of ANAVATHMISI S.A. EA Pavlos Tatsis Sector Study on Investment Program Consultancy Firms EA Charalampos Lekkos Systemic Analysis of the SAP Consultant Staffing Process: A Combined Application of DCSYM, VSM and System Dynamics

17:15 - 17:30	SHORT BREAK		
17:30 - 19:30	WORKSHOP & PARALLEL SESSIONS		
	VIRTUAL ROOM WED-1  <i>CHAIR: Panagiotis Kalofonos</i> WS Dimitris Cherekelis, Agis Georgiou, Panagiotis Papaioannou, Nikoletta Tsotsorou AlCatalyst Approach to AI Integration: Practical, Systemic, Human-Centered EA Victoria A. Zgouva, Dimitrios S. Varsos, Nikitas A. Assimakopoulos Governing “Agentic AI” in Public Audit: A Systems-Thinking Framework for the Hellenic Court of Audit EA Anna Papastratakou, Apostolos Vasileiadis Closing the Strategic Control Loop: Results Orientation and Readiness to Leverage Artificial Intelligence (AI) in Government Planning in Greece, 2021-2025	VIRTUAL ROOM WED-2  <i>CHAIR: Eleftherios Kakavoulis</i> EA Konstantinos Kalaitzis Systemic Restructuring of Business Continuity in a Pharmaceutical Company: Implementation of DCSYM, Dynamic Modeling and VSM EA Evgenia Gkagkadelli-Frantzeskou Systemic Redesign and Organizational Study of Felix Trade Single-Member P.C.: An Integrated Approach Using SSM and DCSYM Methodologies EA Angeliki Misailidou Digital Transformation of the Greek ICT Distribution Sector in the AI Era: A Systemic Approach Using SSM, DCSYM and Causal Loop Diagrams EA Vasiliki Skoufa A Systems Approach to Organizational and Operational Challenges in the Beauty Department: From Diagnosis to Systemic Intervention EA Sylvestros Genitsaris Systemic Investigation and Organisational Redesign of a Metal Recycling Enterprise through the DCSYM Methodology: The Case of BKS Metal Recycling	VIRTUAL ROOM WED-3  <i>CHAIR: Rallis Antoniadis</i> EA Ioannis Katsanakis, Kalliopi Gouma, Varvara Bampa The Strategic Use of Artificial Intelligence in the Hotel Industry: Strategic Implications, Challenges and Future Directions EA Ioannis Katsanakis A Responsible Tourism Analytics Framework for Religious Destinations EA Ioannis Katsanakis, Georgia Zouni, Varvara Bampa A Conceptual Framework for Digital Transformation, Governance and Value Creation in Religious Destinations EA Nikolaos D. Martimianakis A Systemic Study of Rate Disparity in the Hotel Industry EA Thomas Liapis Systemic Analysis of the Short-Term Rental Sector through Digital Platforms: The Case of Airbnb EA Kalliopi Pitsoli Systemic Analysis of District-Rural Pharmacies in Greece: Case Study of Kinetas’ Pharmacy with Application of Design and Control Systemic Methodology (DCSYM) and Viable System Model (VSM)

Thursday 08th October, 2026

10:00 - 11:30 KEYNOTE ADDRESSES

VIRTUAL ROOM THU-1

CHAIR: Panagiotis Kalofonos

KN Rudolf Wirawan

Dancing with Wicked Problems in the AI Era: BIMA-SDD as a Reality-Led Systemic Management Framework

KN Athanasios Kriemadis

The changing role of Systemic Leadership in the age of Artificial Intelligence (AI)

KN Tadeja Jere Jakulin

Safeguarding living heritage through a systems approach: The Škofja Loka Passion Play as a UNESCO case



11:30 - 11:45 SHORT BREAK

11:45 - 13:15	PARALLEL SESSIONS		
	VIRTUAL ROOM THU-1  <i>CHAIR: Despina Kefalloniti</i>	VIRTUAL ROOM THU-2  <i>CHAIR: Ioannis Tsiotsiopoulos</i>	VIRTUAL ROOM THU-3  <i>CHAIR: Katerina Kotsi</i>
	EA Georgios Angelopoulos, Zacharias Bragoudakis, Dimitrios Dimitriou, Alexandros Tsioutsios A Novel Global Learning Framework for Forecasting Economic Growth in the Eurozone EA Periklis Tagkas Perceiving business ethics violations: a mental framework for organizations EA Dimitris Tolia Requisite Variety in Enterprise AI Adoption: A Cross-Case Systemic Reading of Firm-Level AI Deployments in a Multi-Company Program	EA Nikolaos Mylonas Personnel Selection and its Impact on the Culture of Organisations A Systemic Approach to Creating Protective Measures EA Antonios Mavris Application of DCSYM to the processes of the TEIM Bluegr control department EA Evangelia Kaoudi Systemic Analysis and Optimization of the Information Technology & Communications Directorate of the Hellenic Fire Corps EA Panagiotis Pantelidis Systemic Analysis in the Logistics Sector EA Spyridon Tasos Study of Organizational Structure Change in an ERP Department of an Information Technology Company	EA Dimitrios Kalogerakos The Systemic Metamorphosis of Resources in modern Software development organizations EA George D. Petkakis Systemic Analysis of the Impact of Artificial Intelligence on the Transformation of the Greek Enterprise Software Industry: Dynamics of ERP, CRM, and Custom Information Systems EA Ioanna Karamani Applying Systems Methodologies and Project Management to Improve Organisational Scalability at Optima Lodgings EA Nikos Maragos Systemic Analysis and Dynamic Simulation of a Production System using DCSYM and VENSIM EA Yannis Iliadis A Systemic Industry Study of the Cybersecurity Sector in Greece: Applying the CSAP Framework
13:15 - 13:30	SHORT BREAK		

13:30 - 15:00	PARALLEL SESSIONS		
	VIRTUAL ROOM THU-1  <i>CHAIR: Panagiotis Kalofonos</i> EA Maria Kalouptsi Implementing systems thinking in a construction firm EA Stamatia Trampeli Project Planning for Digital Transformation and International Expansion: The Case of DC Engineers Ltd EA Sofia Telianidou Systems Analysis of the Telecommunications Infrastructure Construction Sector: The Case of Germany EA Vasileios Nasiopoulos A Systemic Approach for Improving the Operation of the Certification Body QMSCERT S.A.	VIRTUAL ROOM THU-2  <i>CHAIR: Eleftherios Kakavoulis</i> EA Iordanis Plastiras An Integration of tri-proces cognition model and emotional component model in VSM : Can rationality be trained to efficiency with Flash reflex training? EA Vasiliki Niki Chaidogiannou Improving Quality Procedures in Aircraft Ground Handling through Soft Systems Methodology (SSM) and Project Management Principles: A Case Study of the Aircraft Turnaround Process at Goldair Handling EA Sofia Kali Systemic Analysis and Improvement of the Organizational Functioning of an Innovation, Technology Transfer and International Collaboration Unit EA Vasiliki Nikolaos Passia Organizational Change Management and Business Process Improvement in an Insurance Company through the Design and Control Systemic Methodology (DCSYM): A Case Study»	VIRTUAL ROOM THU-3  <i>CHAIR: Katerina Kotsi</i> EA Nikolaos Gkioulos Digital Transformation and Operational Reserve: A Decision Support System for Personnel Allocation in the Hellenic Navy EA Iason Petrogkas Systemic Analysis of the German Electricity Transmission Sector: Grid Expansion, Stakeholder Coordination and Transformation Challenges in the Energy Transition EA Mary Kombolias Standardizing the Standardization Process: A Systemic Redesign EA Varvara Panagiotidou AI-Driven Project Management and Digital Transformation at OTE Group S.A. (COSMOTE)
15:00 - 15:30	LUNCH BREAK		

15:30 - 17:15	PARALLEL SESSIONS		
	VIRTUAL ROOM THU-1  <i>CHAIR: Panagiotis Kalofonos</i> EA Michalis Bratitsis Systemic Approaches and System Dynamics Modeling for the Organizational Redesign of a Small Engineering Company EA Georgios Karampatos Design and implementation of a Sustainable AI Management System for mitigation of GHG emissions in Food Retail Sector EA Michalis Bratitsis An Integrated Systemic Multi-Methodology for Energy Management in Island Water Utilities EA Panagiotis Garantziotis Systemic Analysis of the Artificial Intelligence & Robotics Sector	VIRTUAL ROOM THU-2  <i>CHAIR: Eleftherios Kakavoulis</i> EA Agathi Konti, Eirini Triarchi, Kostas Karamanis The Digital Transformation of Public Administration: The Case of the Unified Digital Portal gov.gr EA Vasiliki Malioura, Georgios Kollias, Kostas Karamanis From TQM to Quality 4.0: Organizational Quality Maturity and Digital Transformation in Public Administration – Evidence from the Region of Epirus EA Sofia Kotsori, Athanasios Kriemadis, Charalambos Kariofyllas The impact of spirituality on organizational leadership and the sustainability of organizations and businesses EA Eleni Triantafillidou, Anastasia Katou Impact of e-HRM on employee attitudes and organizational performance: Evidence from the Greek Public Sector	VIRTUAL ROOM THU-3  <i>CHAIR: Rallis Antoniadis</i> EA Eirini Tripsa The Impact of Crew Management on Vessel Financial Performance: A System Dynamics Approach in the Shipping Industry EA Maria Ferati AI-Driven Digital Transformation and Project Management Framework for Maritime Technical Service Organizations: The Case of Turbo General EA Vassilios Tzemis A Systemic Decision-Support Framework for Geopolitical and Maritime Risks in the Petroleum Products Sector EA Konstantinos Kavourtzikis Dynamic Communications and Efficiency Enhancement at Fair Seas Shipping Services
17:15 - 17:30	SHORT BREAK		

17:30 - 19:00	KEYNOTE ADDRESSES & PARALLEL SESSIONS		
VIRTUAL ROOM THU-1  CHAIR: Panagiotis Kalofonos KN David Ing Predictive Analytics, Generative AI, and Intelligence Augmentation in Socio-Technical Systems: Root Metaphors, Automation, Embodiment, and the Partitioning of Autonomy KN Ricardo Rodriguez-Ulloa Integrating Soft Systems Methodology and AI-Based Multi-Criteria Decision Making for Predictive Supervision: A DEXi-Based Application in Peru’s Natural Gas Transportation System KN Andreas Maniatis Why do we Visualize? Securing the WOW! Effect on Business Innovation through AI-Powered Digital Transformation		VIRTUAL ROOM THU-2  CHAIR: Theofanis Giotis PP Theofanis Giotis, Panos Chatzipanos MIT Report: 95% of GenAI Pilots Are Failing. How to Manage AI Projects with PMI-CPMAI Framework That Deliver Business Value.	VIRTUAL ROOM THU-3  CHAIR: Rallis Antoniadis EA Olga Dimitrios Pitsouli A Systemic Study on Optimizing the Organization and Allocation of Human Resources at FOOD S.A. EA Eleftherios Pitsilos Systems Analysis and Project Organization to Improve Communications, Order Flows, and Bottlenecks in a Metal Fabrication Plant EA Vasiliki Mitroulia Systemic Modelling and Simulation of the Business Dynamics of M Pallet SA: An Application of DCSYM and VENSIM for Production Optimisation and Decision Support EA Michael Vogiatzoglou Strategic Transition from Private Label to Owned Brand: A Holistic Systemic Analysis and Redesign of a Cosmetics Manufacturing Company
19:00 - 19:15	SHORT BREAK		

19:15 - 20:45	PARALLEL SESSIONS		
	VIRTUAL ROOM THU-1  CHAIR: Panagiotis Kalofonos	VIRTUAL ROOM THU-2  CHAIR: Eleftherios Kakavoulis	VIRTUAL ROOM THU-3  CHAIR: Rallis Antoniadis
	EA Vasiliki Chatzi, Aikaterini Galanou, Georgios Kalias, Konstantinos Karamanis When Dark Leaders Meet Intelligent Systems: A Systemic Model of AI-Enabled Self-Serving Leadership and Employee Voice	EA Maria E. Giannakaki, Stergiani A. Giannakou, Nikitas A. Assimakopoulos, Dimitrios S. Varsos AI, Technostress and Workplace Health Promotion: A Systemic Framework for Stress Management, Resilience and Sustainable Well-Being	EA Olympia Tzimopoulou Integrating Customer Knowledge into the Product Governance Process: A Systemic Approach in the Insurance Sector
	EA Ioannis Alexiou, Stavros Fasoulas, Dimitra Patsi A Framework for Managing AI-Augmented Digital Transformation Projects: A Systemic Management Perspective	EA Aikaterini Drakou, Vasiliki Drakou, Ioannis Drakos Mitigating Diagnostic Errors in the AI Era: A Systemic Management Approach to Human-Algorithm Collaboration in Colorectal Cancer Screening.	EA Efsthathios Souidas Systemic Approach and Applied Systemic Methodologies for Improving Insurance Operations
	EA Stavros Fasoulas, Ioannis Alexiou, Dimitra Patsi From AI Adoption to Systemic Integration: A CEO-Centred Multimethodology Framework for Contemporary SMEs	EA Stergiani A. Giannakou, Maria E. Giannakaki, Nikitas A. Assimakopoulos, Dimitrios S. Varsos Human–AI Partnership in GMP: A Systemic Framework for Pharmaceutical Quality, Risk and Human Oversight	EA Sofia Kanellou Systemic Analysis and Digital Transformation of S&K Engineering & Construction: Improving Communication and Project Coordination through SSM and DCSYM
	EA Evanthia Charalampopoulou, Aikaterini Galanou Managing AI-Supported Decision-Making as a Socio-Technical System: Groupthink and Employee Voice	EA Vasiliki Drakou, Aikaterini Drakou, Ioannis Drakos Cognitive-Behavioral Therapy (CBT): A Systemic Psychotherapy Approach to Reducing Chronic Pain	EA Sophia Cr. Avr. Georgiou, Tapan Sharma Handloom in the AI Era Transforming Traditional Knowledge through Systems Innovation
	EA Dimitra Patsi, Mary Manousopoulou, Stavros Fasoulas, John Alexiou From Bureaucratic Rigidity to Systemic Viability: A Multimethodological Framework for Digital Transformation in Education Administration Using VSM, BPMN, DCSYM, and Artificial Intelligence	EA Pelagia Chourdaki Systemic Management and Artificial Intelligence for the Sustainable Valorization of Intangible Cultural Heritage: An Integrated Framework for Greek Traditional Weaving	EA Sophia Ch. Avr. Georgiou, Tapan Sharma India-Greece Joint Synergy From Bridging Systems and Coopetition to an Emerging Innovation Ecosystem
	EA Maria Leontaritoy Sectoral Study Of Accounting Profession		

Friday 09th October, 2026

10:00 - 12:00 KEYNOTE ADDRESSES & PARALLEL SESSIONS

VIRTUAL ROOM FRI-1 
CHAIR: Panagiotis Kalofonos

- KN Yiannis Laouris**
Beyond Watzlawick: Axioms of Pragmatic Interaction for Second-Order Cybernetics
- KN Yiannis Michail KALOGERAKIS**
From Anthropocentric AI to Human Accountability: A Systemic Framework for Keeping Humanity in Command
- KN Rallis Th. Antoniadis**
From Systems Thinking to Practice: Integrating AI and Hybrid Simulation into Modern Enterprise Management

VIRTUAL ROOM FRI-2 
CHAIR: Despina Kefalloniti

- EA Apostolos Stavridis**
Systemic Transformation of a Dairy Farm: From Fragmentation to Sustainability
- EA Stavroula Koureta**
The Beverage and Soft Drinks Industry in Greece Trends, Dynamics and Transformation Strategies Towards 2030
- EA Panagiotis Eltaouil**
Systemic Investigation and Redesign of Business Processes in a High-Technology Enterprise through the DCSYM Methodology: The Case of PANASOFT
- EA Dimitra Glykou**
Organizational Transformation in a Rapidly Scaling Technology Organization: A Systemic Approach to Leadership and Operating Model
- EA Olga Ntenta**
The Case of "NOVA CERTIFICATIONS SINGLE MEMBER LLC"

Saturday 10th October, 2026

10:00 - 10:30 LOCAL SALUTATIONS

VIRTUAL ROOM SAT - Amphitheatre CASSI 
CHAIR: Panagiotis Kalofonos

- Professor Anna Batistatou**, Rector of the University of Ioannina
- Professor Konstantinos Karamanis**, Vice-Rector of the University of Ioannina, Department of Accounting & Finance, University of Ioannina, Preveza, Greece
- Salutation by the President of the European Union for Systemics and President of the HSSS, **Professor Nikitas Assimakopoulos**, University of Piraeus, Greece.
- Professor Nikolaos Mylonidis** Member of the Governing Board, University of Ioannina
- Professor Galanou Aikaterini** Head of Department of Accounting and Finance, University of Ioannina

10:30 - 12:00	KEYNOTE ADDRESSES
	VIRTUAL ROOM SAT - Amphitheatre CASSI  CHAIR: Panagiotis Kalofonos KN Peter P. Groumpos Using Fuzzy Cognitive Maps in Applied Systemic Management KN Georgios A. Panos, Ioannis Pragidis, Konstantinos Pouliakas Who Is Prepared for AI? Regional Disparities in AI Literacy Across Europe KN Panagiotis Papaioannou Managing Organizational Complexity in the AI Era: Rethinking the Relationship Between Intelligence and Decision Quality
12:00 - 12:30	BREAK
12:30 - 14:00	KEYNOTE ADDRESSES
	VIRTUAL ROOM SAT - Amphitheatre CASSI  CHAIR: Panagiotis Kalofonos KN Jenny Pange A Systems Theory Perspective on AI Applications in Education KN Eleni Georgiadi Systemic Multimethodology of High-Leverage Approach to Procurement and Category Management – Travel Retail Industry KN Konstantinos Th. Papadimitriou, Sotiria Xristou Christopoulou Job description and their significance to the systemic operation of public administration
14:00 - 14:15	BREAK

14:15 - 15:45	PROFESSIONAL ROUND TABLE VIRTUAL ROOM SAT - Amphitheatre CASSI  CHAIR: Dimitrios Varsos PRT Dimitrios S. Varsos Applied Systemic Management in the AI Era: Navigating Complexity, Adaptation and Responsible Transformation
15:45 - 16:00	CLOSING CEREMONY VIRTUAL ROOM SAT - Amphitheatre CASSI  CHAIR: Panagiotis Kalofonos Conference closing by the President of the European Union for Systemics and President of the HSSS, Professor Nikitas Assimakopoulos