Hellenic Society for Systemic Studies (HSSS)

University of Ioannina
Dep. of Accounting & Finance

ΔΙΟΙΚΗΤΙΚΟ ΕΠΙΜΕΛΗΤΗΡΙΟ
όμιλος διοικητικών επιστημόνων

22nd HSSS National & International Conference

Applied Systemic Management in AI Era

PROGRAM AND ABSTRACTS

confe.hsss.eu

Online Attendance

7-10 October, 2026

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Welcome Note

Applied Systemic Management in AI Era

We would like to invite you to the 22nd Hellenic Society for Systemic Studies (HSSS) National & International Conference, jointly organized with the University of Ioannina, Department of Accounting and Finance & the Hellenic Administrative Chamber.

The Conference is **online** and **partially in person**, from 07th to 10th October 2026, Preveza, Greece.

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

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

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

The 22nd National & International Conference is specialised in the following Indicative Topics:

- Accounting and Finance
- Systemic Methodologies and AI
- Innovation Practices in improving Systemic Management
- Project Management & AI
- Human Resources and AI
- Digital Business Transformation in AI Era

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.

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

Chair for the Scientific Committee

Professor Konstantinos Karamanis,
Vice-Rector of the University of Ioannina,
Department of Accounting & Finance, University of Ioannina,
Preveza, Greece.

Chair for the Organising Committee

Mr. Panagiotis Kalofonos,
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President of EUS and HSSS

Professor N. Assimakopoulos,
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Acknowledgements

The Board of Directors of the
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and
the Organising Committee of the 22th National & International Conference
would like to thank
all those who have contributed to
ensure the conference come to success;
reviewers, presenters, authors, sponsors,
support team and other conference assistants.

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Brief Program

	Wednesday 07th October, 2026
09:30 - 10:15	OPENING CEREMONY WITH SALUTATIONS
10:15 - 11:45	KEYNOTE ADDRESS
11:45 - 12:00	SHORT BREAK
12:00 - 13:30	PARALLEL SESSIONS
13:30 - 14:00	LUNCH BREAK
14:00 - 15:30	PARALLEL SESSIONS
15:30 - 15:45	SHORT BREAK
15:45 - 17:15	KEYNOTE ADDRESSES & PARALLEL SESSIONS
17:15 - 17:30	SHORT BREAK
17:30 - 19:30	WORKSHOP & PARALLEL SESSIONS
	Thursday 08th October, 2026
10:00 - 11:30	KEYNOTE ADDRESSES
11:30 - 11:45	SHORT BREAK
11:45 - 13:15	PARALLEL SESSIONS
13:15 - 13:30	SHORT BREAK
13:30 - 15:00	PARALLEL SESSIONS
15:00 - 15:30	LUNCH BREAK
15:30 - 17:15	PARALLEL SESSIONS
17:15 - 17:30	SHORT BREAK
17:30 - 19:00	KEYNOTE ADDRESSES & PARALLEL SESSIONS
19:00 - 19:15	SHORT BREAK
19:15 - 20:45	PARALLEL SESSIONS
	Friday 09th October, 2026
10:00 - 12:00	KEYNOTE ADDRESSES & PARALLEL SESSIONS
	Saturday 10th October, 2026
10:00 - 10:30	LOCAL SALUTATIONS
10:30 - 12:00	KEYNOTE ADDRESSES
12:00 - 12:30	BREAK
12:30 - 14:00	KEYNOTE ADDRESSES
14:00 - 14:15	BREAK
14:15 - 15:45	PROFESSIONAL ROUND TABLE
15:45 - 16:00	CLOSING CEREMONY

Program Timetable

Wednesday 07th October, 2026

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

09:30 - 10:15	**VIRTUAL ROOM WED-1** **Opening addresses** ***Chair: Panagiotis Kalofonos***	Wednesday 07th Oct.
	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**

10:15 - 11:45	**VIRTUAL ROOM WED-1** **Keynote Addresses** ***Chair: Panagiotis Kalofonos***	Wednesday 07th Oct.
KN-01	The Eutopian Geometry of Languaging of The Science of Dialogic Design ***Alexander N. Christakis***	
KN-02	Systemic Management and Approaches in Finance: Lessons for Financial Leaders ***Christos Floros***	
KN-03	The Shifting International Consensus on Climate Policy: Trends and Added Value of a Systemic Political Economy Approach to Climate Action ***Nikolaos Kalatzis***	

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

12:00 - 13:30	**PARALLEL SESSIONS**
12:00 - 13:30	**VIRTUAL ROOM WED-1** Wednesday 07th Oct. **Systemics in Action** ***Chair: Ioannis Tsiotsiopoulos***
EA-01	FLEXIBLE SYSTEMIC LEADERSHIP - Future Systems Leadership Framework in High-Complexity Organizations ***Ioannis Alex Tsiotsiopoulos***
EA-02	Systemic Analysis and Transformation of the Order Management in an Export-Oriented Manufacturing Company ***Eleftheria Michailidou***
EA-03	AI-Assisted Project Management for Contract and Request Management Improvement in TRAVCO Corporation Ltd ***Angeliki Lapsana***
EA-04	Systemic Cloud Transformation in the Insurance Industry ***Evangelos Paschalis***
12:00 - 13:30	**VIRTUAL ROOM WED-2** Wednesday 07th Oct. **CSAP Community** ***Chair: Katerina Kotsi***
EA-05	Sustainable development of abandoned villages - a systemic approach ***Anna Katsavou***
EA-06	Systemic Approach and Applied Systemic Methodologies for the Improvement of Veterinary Clinic Operations ***Maria Stogiannou***
EA-07	Systemic Interventions in the "Mushrooms Kechagia S.A" company ***Chronis Kechagias***
EA-08	The Systemic Growth Framework (SGF): Towards an Integrative Systemic Perspective on Sustainable Individual and Organisational Growth ***Katerina Kotsi***
13:30 - 14:00	**LUNCH BREAK**
14:00 - 15:30	**PARALLEL SESSIONS**
14:00 - 15:30	**VIRTUAL ROOM WED-1** Wednesday 07th Oct. **CSAP Certification Projects: Accounting and Logistics** ***Chair: Panagiotis Kalofonos***
EA-09	The Accounting Services Sector In Greece: A Systems Approach Using SSM And DCSYM ***Kyriaki Varvarigou***

EA-10	Systemic Approach to E-Commerce Challenges: Shopping Cart Abandonment and Logistics Management ***Georgios Syrrakos***
EA-11	Application of Systemic Methodologies in Logistics Management: The Case of FedEx ***Lela Liapi***
14:00 - 15:30	**VIRTUAL ROOM WED-2** Wednesday 07th Oct. **CSAP Certification Projects: Business Transformation** ***Chair: Eleftherios Kakavoulis***
EA-12	Systemic Reorganization and Digital Transformation of "World of Travel" (ALICE REAL ESTATE TOURISM S.A.) via DCSYM and SSM Methodologies ***Ioannis Taflampas Kostelidis***
EA-13	Modern System Dynamics and Digital Transformation in a Commercial Company ***Katerina Nounou***
EA-14	Systemic Transformation of the ENOSEAS Group: From the ARGO NAVIS Scope Crisis to an Integrated Sales Enablement Structure ***Vasiliki Voulgari***
EA-15	Digital Transformation of the Fleet Management and Routing System of “The Smile of the Child” ***Panagiota Tsantili***
14:00 - 15:30	**VIRTUAL ROOM WED-3** Wednesday 07th Oct. **Systems Approach in SMEs** ***Chair: Rallis Antoniadis***
EA-16	Systemic Study of Customer Base Development in a Modern Olive Mill: Application of SSM, DCSYM, and Vensim ***Panagiota Ilias Koutrakou***
EA-17	Systemic Interventions in a Family-Owned Business ***Vasiliki K Moysoglou***
EA-18	A Systemic Approach to Intergenerational Succession in a Family Business: Diagnosis and Intervention Design at Idolio Gallery ***Orfeas Nikas***
EA-19	From Systemic Diagnosis to Applied Solution: DCSYM Studio and JKal CRM as Integrated Tools for Sales Process Improvement in a Greek SME ***Iordanis Kalofonos***
15:30 - 15:45	**SHORT BREAK**

15:45 - 17:15	KEYNOTE ADDRESSES & PARALLEL SESSIONS
15:45 - 17:15	**VIRTUAL ROOM WED-1** Wednesday 07th Oct. **Keynote Addresses** *Chair: Despina Kefalloniti*
KN-04	Beyond AI Adoption: Managing Organizations as Systems in the Age of Intelligent Machines ***Georgios Varsos***
KN-05	Systemic Management and AI Governance: Towards an Adaptive Governance Architecture ***Despina Kefalloniti***
KN-06	Reporting of a CSH project in the AI era ***Roelien Goede***
15:45 - 17:15	**VIRTUAL ROOM WED-2** Wednesday 07th Oct. **Systemics in Action** *Chair: Eleftherios Kakavoulis*
EA-20	H-SCALE™: Advancing Applied Systemic Management in the AI Era through Human-Systemic Learning ***Eleftherios S. Kakavoulis***
EA-21	From Communication Failures to Organizational Redesign: A Systemic Multi-Methodology Case Study ***Christos Pollatos***
EA-22	Systemic Management and Thinking for Responsible AI Governance ***Panagiotis Lepelis***
EA-23	Beyond Cloud Misconfigurations: A Systemic View of Privacy Risk and Organisational Resilience ***Konstantinos Villios***
15:45 - 17:15	**VIRTUAL ROOM WED-3** Wednesday 07th Oct. **Systemic Interventions in Consultancy Sector** *Chair: Rallis Antoniadis*
EA-24	Systemic Analysis, Modeling, and Process Improvement of "ANAVATHMISI S.A." ***Evangelos - Dimoulas***
EA-25	Systemic Analysis and Optimization of the Operations of ANAVATHMISI S.A. ***Stefanos Kyranas***
EA-26	Sector Study on Investment Program Consultancy Firms ***Pavlos Tatsis***
EA-27	Systemic Analysis of the SAP Consultant Staffing Process: A Combined Application of DCSYM, VSM and System Dynamics ***Charalampos Lekkos***

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

17:30 - 19:30	**WORKSHOP & PARALLEL SESSIONS**

17:30 - 19:30	**VIRTUAL ROOM WED-1** Wednesday 07th Oct. **WORKSHOP by AICATALYST and related presentations** *Chair: Panagiotis Kalofonos*
WS-01	AICatalyst Approach to AI Integration: Practical, Systemic, Human-Centered ***Dimitris Cherekelis, Agis Georgiou, Panagiotis Papaioannou, Nikoletta Tsotsorou***
EA-28	Governing "Agentic AI" in Public Audit: A Systems-Thinking Framework for the Hellenic Court of Audit ***Victoria A. Zgouva, Dimitrios S. Varsos, Nikitas A. Assimakopoulos***
EA-29	Closing the Strategic Control Loop: Results Orientation and Readiness to Leverage Artificial Intelligence (AI) in Government Planning in Greece, 2021-2025 ***Anna Papastratakou, Apostolos Vasileiadis***
17:30 - 19:30	**VIRTUAL ROOM WED-2** Wednesday 07th Oct. **Systems Approach to Redesign Organizations** *Chair: Eleftherios Kakavoulis*
EA-30	Systemic Restructuring of Business Continuity in a Pharmaceutical Company: Implementation of DCSYM, Dynamic Modeling and VSM ***Konstantinos Kalaitzis***
EA-31	Systemic Redesign and Organizational Study of Felix Trade Single-Member P.C.: An Integrated Approach Using SSM and DCSYM Methodologies ***Evgenia Gkagkadelli-Frantzeskou***
EA-32	Digital Transformation of the Greek ICT Distribution Sector in the AI Era: A Systemic Approach Using SSM, DCSYM and Causal Loop Diagrams ***Angeliki Misailidou***
EA-33	A Systems Approach to Organizational and Operational Challenges in the Beauty Department: From Diagnosis to Systemic Intervention ***Vasiliki Skoufa***
EA-34	Systemic Investigation and Organisational Redesign of a Metal Recycling Enterprise through the DCSYM Methodology: The Case of BKS Metal Recycling ***Sylvestros Genitsaris***

17:30 - 19:30	**VIRTUAL ROOM WED-3** Wednesday 07th Oct. **Tourism and Destination Management: Systems Approach** ***Chair: Rallis Antoniadis***
EA-35	The Strategic Use of Artificial Intelligence in the Hotel Industry: Strategic Implications, Challenges and Future Directions ***Ioannis Katsanakis, Kalliopi Gouma, Varvara Bampa***
EA-36	A Responsible Tourism Analytics Framework for Religious Destinations ***Ioannis Katsanakis***
EA-37	A Conceptual Framework for Digital Transformation, Governance and Value Creation in Religious Destinations ***Ioannis Katsanakis, Georgia Zouni, Varvara Bampa***
EA-38	A Systemic Study of Rate Disparity in the Hotel Industry ***Nikolaos D. Martimianakis***
EA-39	Systemic Analysis of the Short-Term Rental Sector through Digital Platforms: The Case of Airbnb ***Thomas Liapis***
EA-40	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) ***Kalliopi Pitsoli***

Program Timetable

Thursday 08th October, 2026

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

10:00 - 11:30	**VIRTUAL ROOM THU-1** Thursday 08th Oct. **Keynote Addresses** *Chair: Panagiotis Kalofonos*
KN-07	Dancing with Wicked Problems in the AI Era: BIMA-SDD as a Reality-Led Systemic Management Framework ***Rudolf Wirawan***
KN-08	The changing role of Systemic Leadership in the age of Artificial Intelligence (AI) ***Athanasios Kriemadis***
KN-09	Safeguarding living heritage through a systems approach: The Škofja Loka Passion Play as a UNESCO case ***Tadeja Jere Jakulin***

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

11:45 - 13:15	**PARALLEL SESSIONS**

11:45 - 13:15	**VIRTUAL ROOM THU-1** Thursday 08th Oct. **Contemporary Issues** *Chair: Despina Kefalloniti*
EA-41	A Novel Global Learning Framework for Forecasting Economic Growth in the Eurozone ***Georgios Angelopoulos, Zacharias Bragoudakis, Dimitrios Dimitriou, Alexandros Tsioutsios***
EA-42	Perceiving business ethics violations: a mental framework for organizations ***Periklis Tagkas***
EA-43	Requisite Variety in Enterprise AI Adoption: A Cross-Case Systemic Reading of Firm-Level AI Deployments in a Multi-Company Program ***Dimitris Tolias***
11:45 - 13:15	**VIRTUAL ROOM THU-2** Thursday 08th Oct. **CSAP Certification Projects** *Chair: Ioannis Tsiotsiopoulos*
EA-44	Personnel Selection and its Impact on the Culture of Organisations A Systemic Approach to Creating Protective Measures ***Nikolaos Mylonas***

EA-45	Application of DCSYM to the processes of the TEIM Bluegr control department ***Antonios Mavris***
EA-46	Systemic Analysis and Optimization of the Information Technology & Communications Directorate of the Hellenic Fire Corps ***Evangelia Kaoudi***
EA-47	Systemic Analysis in the Logistics Sector ***Panagiotis Pantelidis***
EA-48	Study of Organizational Structure Change in an ERP Department of an Information Technology Company ***Spyridon Tasos***
11:45 - 13:15	**VIRTUAL ROOM THU-3** Thursday 08th Oct. **CSAP Certification Projects** ***Chair: Katerina Kotsi***
EA-49	The Systemic Metamorphosis of Resources in modern Software development organizations ***Dimitrios Kalogerakos***
EA-50	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 ***George D. Petkakis***
EA-51	Applying Systems Methodologies and Project Management to Improve Organisational Scalability at Optima Lodgings ***Ioanna Karamani***
EA-52	Systemic Analysis and Dynamic Simulation of a Production System using DCSYM and VENSIM ***Nikos Maragos***
EA-53	A Systemic Industry Study of the Cybersecurity Sector in Greece: Applying the CSAP Framework ***Yannis Iliadis***

13:15 - 13:30	**SHORT BREAK**

13:30 - 15:00	**PARALLEL SESSIONS**
13:30 - 15:00	**VIRTUAL ROOM THU-1** Thursday 08th Oct. **CSAP Certification Projects** ***Chair: Panagiotis Kalofonos***
EA-54	Implementing systems thinking in a construction firm ***Maria Kalouptsi***
EA-55	Project Planning for Digital Transformation and International Expansion: The Case of DC Engineers Ltd ***Stamatia Trampeli***

EA-56	Systems Analysis of the Telecommunications Infrastructure Construction Sector: The Case of Germany ***Sofia Telianidou***
EA-57	A Systemic Approach for Improving the Operation of the Certification Body QMSCERT S.A. ***Vasileios Nasiopoulos***
13:30 - 15:00	**VIRTUAL ROOM THU-2** Thursday 08th Oct. **CSAP Certification Projects** ***Chair: Eleftherios Kakavoulis***
EA-58	An Integration of tri-procces cognition model and emotional component model in VSM : Can rationality be trained to efficiency with Flash reflex training? ***Iordanis Plastiras***
EA-59	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 ***Vasiliki Niki Chaidogiannou***
EA-60	Systemic Analysis and Improvement of the Organizational Functioning of an Innovation, Technology Transfer and International Collaboration Unit ***Sofia Kali***
EA-61	Organizational Change Management and Business Process Improvement in an Insurance Company through the Design and Control Systemic Methodology (DCSYM): A Case Study» ***Vasiliki Nikolaos Passia***
13:30 - 15:00	**VIRTUAL ROOM THU-3** Thursday 08th Oct. **CSAP Certification Projects** ***Chair: Katerina Kotsi***
EA-62	Digital Transformation and Operational Reserve: A Decision Support System for Personnel Allocation in the Hellenic Navy ***Nikolaos Gkioulos***
EA-63	Systemic Analysis of the German Electricity Transmission Sector: Grid Expansion, Stakeholder Coordination and Transformation Challenges in the Energy Transition ***Iason Petrogkas***
EA-64	Standardizing the Standardization Process: A Systemic Redesign ***Mary Kombolias***
EA-65	AI-Driven Project Management and Digital Transformation at OTE Group S.A. (COSMOTE) ***Varvara Panagiotidou***
15:00 - 15:30	**LUNCH BREAK**

15:30 - 17:15	PARALLEL SESSIONS
15:30 - 17:15	**VIRTUAL ROOM THU-1** Thursday 08th Oct. **Systems Approach to Engineering** *Chair: Panagiotis Kalofonos*
EA-66	Systemic Approaches and System Dynamics Modeling for the Organizational Redesign of a Small Engineering Company ***Michalis Bratitsis***
EA-67	Design and implementation of a Sustainable AI Management System for mitigation of GHG emissions in Food Retail Sector ***Georgios Karampatos***
EA-68	An Integrated Systemic Multi-Methodology for Energy Management in Island Water Utilities ***Michalis Bratitsis***
EA-69	Systemic Analysis of the Artificial Intelligence & Robotics Sector ***Panagiotis Garantziotis***
15:30 - 17:15	**VIRTUAL ROOM THU-2** Thursday 08th Oct. **Systems Approach to Management** *Chair: Eleftherios Kakavoulis*
EA-70	The Digital Transformation of Public Administration: The Case of the Unified Digital Portal gov.gr ***Agathi Konti, Eirini Triarchi, Kostas Karamanis***
EA-71	From TQM to Quality 4.0: Organizational Quality Maturity and Digital Transformation in Public Administration – Evidence from the Region of Epirus ***Vasiliki Malioura, Georgios Kollias, Kostas Karamanis***
EA-72	The impact of spirituality on organizational leadership and the sustainability of organizations and businesses ***Sofia Kotsori, Athanasios Kriemadis, Charalambos Kariofyllas***
EA-73	Impact of e-HRM on employee attitudes and organizational performance: Evidence from the Greek Public Sector ***Eleni Triantafillidou, Anastasia Katou***
15:30 - 17:15	**VIRTUAL ROOM THU-3** Thursday 08th Oct. **Maritime and Shipping** *Chair: Rallis Antoniadis*
EA-74	The Impact of Crew Management on Vessel Financial Performance: A System Dynamics Approach in the Shipping Industry ***Eirini Tripsa***
EA-75	AI-Driven Digital Transformation and Project Management Framework for Maritime Technical Service Organizations: The Case of Turbo General ***Maria Ferati***

EA-76	A Systemic Decision-Support Framework for Geopolitical and Maritime Risks in the Petroleum Products Sector ***Vassilios Tzemis***
EA-77	Dynamic Communications and Efficiency Enhancement at Fair Seas Shipping Services ***Konstantinos Kavourtzikis***

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

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

17:30 - 19:00	**VIRTUAL ROOM THU-1** Thursday 08th Oct. **Keynote Addresses** ***Chair: Panagiotis Kalofonos***
KN-10	Predictive Analytics, Generative AI, and Intelligence Augmentation in Socio-Technical Systems: Root Metaphors, Automation, Embodiment, and the Partitioning of Autonomy ***David Ing***
KN-11	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 ***Ricardo Rodriguez-Ulloa***
KN-12	Why do we Visualize? Securing the WOW! Effect on Business Innovation through AI-Powered Digital Transformation ***Andreas Maniatis***
17:30 - 19:00	**VIRTUAL ROOM THU-2** Thursday 08th Oct. **Professional Panel** ***Chair: Theofanis Giotis***
PP-01	MIT Report: 95% of GenAI Pilots Are Failing. How to Manage AI Projects with PMI-CPMAI Framework That Deliver Business Value. ***Theofanis Giotis, Panos Chatzipanos***
17:30 - 19:00	**VIRTUAL ROOM THU-3** Thursday 08th Oct. **CSAP Certification Projects** ***Chair: Rallis Antoniadis***
EA-78	A Systemic Study on Optimizing the Organization and Allocation of Human Resources at FOOD S.A. ***Olga Dimitrios Pitsouli***
EA-79	Systems Analysis and Project Organization to Improve Communications, Order Flows, and Bottlenecks in a Metal Fabrication Plant ***Eleftherios Pitsilos***

EA-80	Systemic Modelling and Simulation of the Business Dynamics of M Pallet SA: An Application of DCSYM and VENSIM for Production Optimisation and Decision Support ***Vasiliki Mitroulia***
EA-81	Strategic Transition from Private Label to Owned Brand: A Holistic Systemic Analysis and Redesign of a Cosmetics Manufacturing Company ***Michael Vogiatzoglou***

19:00 - 19:15	**SHORT BREAK**

19:15 - 20:45	**PARALLEL SESSIONS**

19:15 - 20:45	**VIRTUAL ROOM THU-1** Thursday 08th Oct. **Artificial Intelligence and Digital Transformation** ***Chair: Panagiotis Kalofonos***
EA-82	When Dark Leaders Meet Intelligent Systems: A Systemic Model of AI-Enabled Self-Serving Leadership and Employee Voice ***Vasiliki Chatzi, Aikaterini Galanou, Georgios Kolias, Konstantinos Karamanis***
EA-83	A Framework for Managing AI-Augmented Digital Transformation Projects: A Systemic Management Perspective ***Ioannis Alexiou, Stavros Fasoulas, Dimitra Patsi***
EA-84	From AI Adoption to Systemic Integration: A CEO-Centred Multimethodology Framework for Contemporary SMEs ***Stavros Fasoulas, Ioannis Alexiou, Dimitra Patsi***
EA-85	Managing AI-Supported Decision-Making as a Socio-Technical System: Groupthink and Employee Voice ***Evanthia Charalampopoulou, Aikaterini Galanou***
EA-86	From Bureaucratic Rigidity to Systemic Viability: A Multimethodological Framework for Digital Transformation in Education Administration Using VSM, BPMN, DCSYM, and Artificial Intelligence ***Dimitra Patsi, Mary Manousopoulou, Stavros Fasoulas, John Alexiou***
EA-87	Sectoral Study Of Accounting Profession ***Maria Leontaritoy***

19:15 - 20:45	**VIRTUAL ROOM THU-2** Thursday 08th Oct. **Systemics in Healthcare** ***Chair: Eleftherios Kakavoulis***
EA-88	AI, Technostress and Workplace Health Promotion: A Systemic Framework for Stress Management, Resilience and Sustainable Well-Being ***Maria E. Giannakaki, Stergiani A. Giannakou, Nikitas A. Assimakopoulos, Dimitrios S. Varsos***
EA-89	Mitigating Diagnostic Errors in the AI Era: A Systemic Management Approach to Human-Algorithm Collaboration in Colorectal Cancer Screening. ***Aikaterini Drakou, Vasiliki Drakou, Ioannis Drakos***
EA-90	Human–AI Partnership in GMP: A Systemic Framework for Pharmaceutical Quality, Risk and Human Oversight ***Stergiani A. Giannakou, Maria E. Giannakaki, Nikitas A. Assimakopoulos, Dimitrios S. Varsos***
EA-91	Cognitive-Behavioral Therapy (CBT): A Systemic Psychotherapy Approach to Reducing Chronic Pain ***Vasiliki Drakou, Aikaterini Drakou, Ioannis Drakos***
EA-92	Systemic Management and Artificial Intelligence for the Sustainable Valorization of Intangible Cultural Heritage: An Integrated Framework for Greek Traditional Weaving ***Pelagia Chourdaki***
19:15 - 20:45	**VIRTUAL ROOM THU-3** Thursday 08th Oct. **Systems Approach to Management** ***Chair: Rallis Antoniadis***
EA-93	Integrating Customer Knowledge into the Product Governance Process: A Systemic Approach in the Insurance Sector ***Olympia Tzimopoulou***
EA-94	Systemic Approach and Applied Systemic Methodologies for Improving Insurance Operations ***Efstathios Souidas***
EA-95	Systemic Analysis and Digital Transformation of S&K Engineering & Construction: Improving Communication and Project Coordination through SSM and DCSYM ***Sofia Kanellou***
EA-96	Handloom in the AI Era Transforming Traditional Knowledge through Systems Innovation ***Sophia Cr. Avr. Georgiou, Tapan Sharma***
EA-97	India-Greece Joint Synergy From Bridging Systems and Coopetition to an Emerging Innovation Ecosystem ***Sophia Ch. Avr. Georgiou, Tapan Sharma***

Program Timetable

Friday 09th October, 2026

10:00 - 12:00	KEYNOTE ADDRESSES & PARALLEL SESSIONS
10:00 - 12:00	**VIRTUAL ROOM FRI-1** Friday 09th Oct. **Keynote Addresses** *Chair: Panagiotis Kalofonos*
KN-13	Beyond Watzlawick: Axioms of Pragmatic Interaction for Second-Order Cybernetics ***Yiannis Laouris***
KN-14	From Anthropocentric AI to Human Accountability: A Systemic Framework for Keeping Humanity in Command ***Yiannis Michail KALOGERAKIS***
KN-15	From Systems Thinking to Practice: Integrating AI and Hybrid Simulation into Modern Enterprise Management ***Rallis Th. Antoniadis***
10:00 - 12:00	**VIRTUAL ROOM FRI-2** Friday 09th Oct. **CSAP Certification Projects** *Chair: Despina Kefalloniti*
EA-98	Systemic Transformation of a Dairy Farm: From Fragmentation to Sustainability ***Apostolos Stavridis***
EA-99	The Beverage and Soft Drinks Industry in Greece Trends, Dynamics and Transformation Strategies Towards 2030 ***Stavroula Koureta***
EA-100	Systemic Investigation and Redesign of Business Processes in a High-Technology Enterprise through the DCSYM Methodology: The Case of PANASOFT ***Panagiotis Eltaouil***
EA-101	Organizational Transformation in a Rapidly Scaling Technology Organization: A Systemic Approach to Leadership and Operating Model ***Dimitra Glykou***
EA-102	The Case of "NOVA CERTIFICATIONS SINGLE MEMBER LLC" ***Olga Ntenta***

Program Timetable

Saturday 10th October, 2026

10:00 - 10:30	**LOCAL SALUTATIONS**

10:00 - 10:30	**VIRTUAL ROOM SAT - Amphitheatre CASSI** Saturday 10th Oct. *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**

10:30 - 12:00	**VIRTUAL ROOM SAT - Amphitheatre CASSI** Saturday 10th Oct. **Systemic Approaches to AI** *Chair: Panagiotis Kalofonos*
KN-16	Using Fuzzy Cognitive Maps in Applied Systemic Management ***Peter P. Groumpos***
KN-17	Who Is Prepared for AI? Regional Disparities in AI Literacy Across Europe ***Georgios A. Panos, Ioannis Pragidis, Konstantinos Pouliakas***
KN-18	Managing Organizational Complexity in the AI Era: Rethinking the Relationship Between Intelligence and Decision Quality ***Panagiotis Papaioannou***

12:00 - 12:30	**BREAK**

12:30 - 14:00	**KEYNOTE ADDRESSES**
12:30 - 14:00	**VIRTUAL ROOM SAT - Amphitheatre CASSI** Saturday 10th Oct. **Systemic Perspectives** ***Chair: Panagiotis Kalofonos***
KN-19	A Systems Theory Perspective on AI Applications in Education ***Jenny Pange***
KN-20	Systemic Multimethodology of High-Leverage Approach to Procurement and Category Management – Travel Retail Industry ***Eleni Georgiadi***
KN-21	Job description and their significance to the systemic operation of public administration ***Konstantinos Th. Papadimitriou, Sotiria Xristou Christopoulou***
14:00 - 14:15	**BREAK**
14:15 - 15:45	**PROFESSIONAL ROUND TABLE**
14:15 - 15:45	**VIRTUAL ROOM SAT - Amphitheatre CASSI** Saturday 10th Oct. ***Chair: Dimitrios Varsos***
PRT-01	Applied Systemic Management in the AI Era: Navigating Complexity, Adaptation and Responsible Transformation ***Dimitrios S. Varsos***
15:45 - 16:00	**CLOSING CEREMONY**
15:45 - 16:00	**VIRTUAL ROOM SAT - Amphitheatre CASSI** Saturday 10th Oct. ***Chair: Panagiotis Kalofonos***
	Conference closing by the President of the European Union for Systemics and President of the HSSS, **Professor Nikitas Assimakopoulos**

Keynote Addresses

KN-01

The Eutopian Geometry of Languaging of The Science of Dialogic Design

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ABSTRACT

The phenomenon of Situational Complexity emerges when groups of stakeholders congregate to assault wicket problems. In accordance with the Complexity Axiom of the Science of Dialogic Design (SDD), it is essential to reconcile two contradictory requirements: (a) requisite variety of observations regarding the situation, and (b) the cognitive limitations of the human agents engaged in deliberative dialogue.

The Architecture of SDD includes the employment of the Logosofia software platform, the availability of the Demosofia Situation Room for displaying visually the graphics resulting from the utilization of the "Eutopean geometry" for languaging. This specialized geometry, on account of its multidimensionality, enables stakeholders to reconcile the requirement of the Complexity Axiom, namely to minimize thecognitive overload and the interpretive ambiguity, while maximizing the transparency of meaning of observations. Generic graphics of the Eutopian geometry are presented.

The inclusion in the Architecture of the Demosofia facility, the Logosofia platform, and the Eutopian geometry, creates a cybernetic learning environment capable of reducing the Situational Complexity by more than ninety percent.

KEYWORDS: Science of Dialogic Design, Demosofia, Logosofia, Situational
Complexity

SCHEDULING:

Wednesday 07th Oct.	10:15 - 11:45	VIRTUAL ROOM WED-1	EN

KN-02

Systemic Management and Approaches in Finance: Lessons for Financial Leaders

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ABSTRACT

Modern finance is no longer a collection of independent functions, but an interconnected system in which risk, strategy, technology, markets, and managerial decisions continuously influence one another. This keynote introduces the concept of Systemic Management in Finance and explores how a systemic perspective can help financial leaders understand and manage complexity in an increasingly uncertain and technology-driven environment. The keynote begins by explaining what systemic financial management means and presents the key principles of systemic financial management, emphasizing interconnectedness, adaptability, resilience, integration, and informed decision-making. It then examines Risk Management as a Systemic Function, highlighting how financial risks should be understood not in isolation but through their interactions with liquidity, market conditions, technology, strategy, and organizational decisions. The discussion subsequently turns to Strategic Financial Management, followed by Technology and the Future of Finance, with particular attention to how technological transformation and Artificial Intelligence are reshaping financial decision-making, risk assessment, market behavior, and competitive advantage. These concepts are illustrated through an empirical example focusing on the interaction between Artificial Intelligence (AI), market liquidity, and trading activity and their influence on daily stock market returns in the United States. Using recent daily data, the analysis investigates whether overall AI developments, AI uncertainty, AI economic activity, market liquidity measured by turnover, and trading activity measured by trading volume significantly affect stock market return dynamics. It also examines whether market liquidity moderates the relationship between AI-related shocks and stock market returns. By integrating AI indicators with key market-microstructure variables, the empirical analysis demonstrates how technological developments, liquidity conditions, and trading behavior can interact within the financial system. The keynote concludes with Lessons for Financial Leaders, translating the systemic perspective and empirical evidence into practical insights for investors, portfolio managers, policymakers, and financial executives. The central message is that successful financial leadership in the AI era requires moving beyond fragmented approaches toward systemic thinking, integrated risk management, strategic adaptability, technological awareness, and resilient decision-making.

KEYWORDS: Systemic Management, Finance, Strategic Financial Management, Artificial Intelligence, Financial System, US Stock Market.

SCHEDULING:

Wednesday 07th Oct.	10:15 - 11:45	VIRTUAL ROOM WED-1	EN

KN-03

The Shifting International Consensus on Climate Policy: Trends and Added Value of a Systemic Political Economy Approach to Climate Action

Mr Nikolaos Kalatzis
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ABSTRACT

First, the presentation traces the widening gap between the ambitious objectives of the Paris Agreement and the actual progress in implementing climate mitigation policies within the current international macroeconomic and geopolitical environment, thereby underscoring the need for a recasted evidence base for climate policy. While international organizations continue to uphold the prevailing "post-Nordhaus" consensus that the macroeconomic benefits of an orderly implementation of decarbonization policies exceed those associated with a "no policy change" scenario, novel uncertainties are emerging. These concern not only the objectives themselves, reflected in growing strands of "eco-revisionism," but also the methodologies used to assess emissions reductions, in addition to persistent uncertainties surrounding the green investment gap and, most importantly, its distributional consequences at both local and global levels.
The lecture then reviews the main findings of recent forecasting scenarios and analytical approaches developed by leading international organizations, which increasingly point toward a deterioration in the prospects of limiting global temperature increases to around the benchmark 1.5°C scenario. Within this spectrum of medium- and long-term climate impact projections, a critical unresolved issue remains the "black box" of cross-border environmental spillovers ("carbon leakage") and their secondary economic effects in a context characterized by increasingly unilateral climate policies. What analytical approaches are currently put forward for Greece and the European Union, and what steps are needed to develop the necessary and comperhensive expertise toward producing credible national macroeconomic forecasts and a strategic policy framework aimed at designing evidence-based measures to mitigate the economic costs of climate change?
In conclusion, the evolving context makes it imperative to update the evidence base supporting effective, sustainable, and equitable public climate policies through the lens of a new political economy of climate change. Such an approach should explicitly take into account the significant local and supranational distributional impacts of climate policies, exemplified internationally by movements such as the "Yellow Vests" in France, particularly in an environment of mounting pressures on public finances. A strategic and evidence-based framework of this kind, currently emerging within major international organizations, could serve as a catalyst for building "pro-green reform coalitions" around more innovative and inclusive regional climate initiatives, counterbalancing the broader trend toward increasingly asymmetric, unilateral, and/or climate-sceptic policy responses worldwide.

KEYWORDS: eywords: economic and distributional impacts of climate change; emerging evidence on climate policies; capacity building within the Greek public administration; strategic political economy approach.

SCHEDULING:

Wednesday 07th Oct.	10:15 - 11:45	VIRTUAL ROOM WED-1	EN

KN-04

Beyond AI Adoption: Managing Organizations as Systems in the Age of Intelligent Machines

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ABSTRACT

Artificial intelligence is no longer simply a technology challenge—it is a management and systems challenge. Organizations that derive meaningful value from AI will not necessarily be those with the most advanced technologies, but those capable of redesigning how people, processes, technology, incentives, and decision-making interact as an interconnected system.

Drawing on more than 14 years of experience across neuroscience, healthcare innovation, technology commercialization, business development, and venture investing, this keynote explores the principles of Applied Systemic Management in the AI Era. My experience working on commercializing more than 350 healthcare innovations across Harvard Medical School-affiliated institutions, while developing strategic partnerships and licensing transactions exceeding $80 million, provides a real-world perspective on why promising technologies succeed in some organizational environments and fail in others.

The keynote examines AI adoption not as an isolated technology implementation, but as a systemic transformation challenge. It explores how organizations can identify high-value opportunities for AI, redesign workflows and decision-making, develop effective human–AI collaboration, and create the organizational conditions required for sustainable adoption.

A practical framework is proposed around four interconnected dimensions:

Value: Identifying where AI can address meaningful organizational and societal problems and generate measurable impact.
System: Understanding how AI adoption changes workflows, organizational structures, capabilities, incentives, and stakeholder relationships.
Human–AI Collaboration: Designing new models of work in which AI augments human expertise, creativity, judgment, and decision-making.
Scale: Establishing leadership, governance, trust, measurement, and organizational learning mechanisms that transform individual AI experiments into sustainable capabilities.

Healthcare provides a particularly relevant context because of its scientific

complexity, specialized human expertise, regulatory requirements, fragmented stakeholders, and significant potential for AI-enabled transformation.

The central proposition is that AI adoption is not primarily a technology implementation problem—it is a systemic management problem. Organizations must move beyond asking what AI can do and instead ask how AI can reshape the broader system to create sustainable value. The leaders of the AI era will therefore be those who can connect technology with people, organizational design, and strategic purpose—and who can transform AI from a collection of powerful tools into a system-level capability for innovation, performance, and impact.

KEYWORDS: Artificial Intelligence, Systemic Management, AI Adoption, Organizational Transformation, Human–AI Collaboration, Innovation Management

SCHEDULING:

Wednesday 07th Oct.	15:45 - 17:15	VIRTUAL ROOM WED-1	EN

KN-05

Systemic Management and AI Governance: Towards an Adaptive Governance Architecture

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ABSTRACT

Artificial Intelligence has altered how organisations create value, make decisions and distribute responsibility, challenging assumptions embedded in established governance practices. The resulting management challenge lies not in a shortage of governance frameworks but in the need for an integrative management logic capable of governing AI as a complex, dynamic sociotechnical system. Drawing on Ackoff's treatment of messes and sub-optimisation, Trist and Bamforth's sociotechnical systems theory, Beer's Viable System Model, Ashby's Law of Requisite Variety and double-loop learning, Systemic AI Governance is proposed as an organisational architecture connecting these principles to AI management.

Conventional governance, AI-specific governance and Systemic AI Governance are distinguished as progressively broader levels of oversight. AI's opacity, autonomy, probabilistic behaviour, scale, data dependency and external dependencies challenge assumptions common to conventional governance and assurance practices. AI also operates within a sociotechnical system shaped by data, human-AI interaction, stakeholder dynamics and supply-chain relationships that extend beyond the organisation's legal boundary.

The architecture frames governance through boundary, purpose, stakeholder perspectives and variety and maps viable oversight functions through the Viable System Model. Governance mechanisms are interconnected so that outputs become inputs to others. DCSYM represents these structural relationships while System Dynamics models feedback, delays and evolving risk.

Audit is reframed as systemic assurance and organisational learning rather than periodic verification while the governance system itself becomes subject to monitoring and redesign through mechanism-effectiveness review and requisite-variety assessment. This reflexivity extends to the management cycle: a systemic extension of Plan-Do-Check-Act introduces diagnosis before planning with re-diagnosis triggered when monitoring, incidents or environmental change challenge existing assumptions; a Diagnose-Plan-Do-Check-Act-Re-diagnose logic that keeps governance aligned with a changing environment.

ISO/IEC 42001, the EU AI Act and the NIST AI RMF operate as complementary

instruments within this architecture rather than as standalone alternatives.

Systemic AI Governance is further linked to six mutually reinforcing organisational capabilities:

- trust
- safer innovation
- organisational learning
- decision quality
- strategic alignment and
- regulatory resilience.

Together they form a reinforcing capability loop through which governance can evolve from a compliance-oriented activity into an adaptive organisational capability.

AI Governance should ultimately be designed as the governance of a complex sociotechnical system rather than as a compliance overlay; as an adaptive organisational capability that senses change, learns from feedback and reconfigures itself as AI systems and their environments evolve.

KEYWORDS: Systemic Management, AI Governance, System Dynamics, Organisational Capability, Sociotechnical Systems, Viable System Model

SCHEDULING:

Wednesday 07th Oct.	15:45 - 17:15	VIRTUAL ROOM WED-1	EN

KN-06

Reporting of a CSH project in the AI era

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ABSTRACT

The aim of this talk is to present a reporting strategy Critical Systems Heuristics (CSH) studies in a way that does justice to its core ideas. Reporting of professional practice in a professional concise manner is vital to the adoption of the findings in an organisation. Board members are usually not aware of systems thinking methodological approaches and often systems practitioners approach the reporting process with too much systems terminology and analysis details.
The argument of this talk is that reporting on a project guided by CSH or any other critical systems approach should be guided by both transactional and transformative validity. Most important, it should be guided by the purpose of the system and true to the assumptions of the specific systems thinking methodology. The aim of CSH is to engage with different perspectives to increase understanding of the complexity of the problem situation in context of the purpose of the system, to facilitate sustainable improvement.

Reporting on such a CSH requires a good understanding of research principles and a strategy for presenting the project's process. This talk focuses on the hermeneutic circle of analysis to achieve trustworthy findings sensitive to the emergence which is inherent in systems. Giving justice to minority and majority voices is central to CSH as a methodology. The talk is covers traditional CSH, and the additional sources of influence of CSH2.0 (2026)

This talk demonstrates how to report on a complete CSH project in an era of AI. It addresses several ways AI tools can be useful and harmful in a CSH project.

KEYWORDS: Critical systems thinking, critical systems heuristics, CSH2.0, hermeneutics

SCHEDULING:

Wednesday 07th Oct.	15:45 - 17:15	VIRTUAL ROOM WED-1	EN

KN-07

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

Prof. Dr Rudolf Wirawan, PhD, MSc
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ABSTRACT

The rapid expansion of artificial intelligence has strengthened society's capacity to collect data, recognise patterns and automate decisions. Yet many contemporary challenges—including digital transformation, public health integration, environmental degradation, community development and institutional governance—remain wicked problems. They emerge from dynamic relationships among people, technologies, organisations, cultures and nature. Consequently, they cannot be permanently solved through a single technical intervention, predefined model or optimisation process. As soon as one condition is addressed, the wider system continues to evolve, and new tensions, paradoxes and unintended consequences may appear.

This keynote introduces BIMA-SDD as a reality-led systemic management framework for engaging with such complexity. BIMA represents Bridging Intelligence, Mindfulness and Awareness, while SDD draws upon Structured Democratic Dialogue and extends it through sustained listening, community knowledge, digital StoryPathways and continuing systemic learning. BIMA-SDD begins with reality rather than with a predetermined problem definition. It listens to the lived experiences of people, communities and nature; identifies emerging stories, relationships, contradictions and weak signals; and supports their collective interpretation through inclusive dialogue. Artificial intelligence may assist in organising narratives, recognising provisional patterns and revealing overlooked connections, but it does not replace human judgement, cultural authority, ethical responsibility or community governance.

The framework therefore does not claim to "solve" wicked problems. Instead, it helps participants identify the wickedness within a changing system and "dance with it" through a continuing spiral of listening, interpretation, dialogue, learning, capability development, contribution and renewed engagement with reality. This spiral treats systemic management as a lifelong relational practice rather than a linear journey towards a final solution. The keynote argues that responsible systemic management in the AI era requires not only greater computational intelligence but also deeper mindfulness, plural awareness and the humility to continue listening as reality changes.

KEYWORDS: BIMA-SDD, wicked problems, artificial intelligence, systemic management, Structured Democratic Dialogue, reality-led inquiry

SCHEDULING:

Thursday 08th Oct.	10:00 - 11:30	VIRTUAL ROOM THU-1	EN

KN-08

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

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ABSTRACT

The diffusion of Artificial Intelligence (AI) into organizational decision-making, business operations and human resource management, is triggering a deep review of what systemic leadership entails. The purpose of this presentation is to examine the changing role of Systemic Leadership in the age of AI, answering the following research questions:

1.How AI reshapes the leader's role ?
2.How AI reshapes the leader's decision authority ?
3.How AI reshapes the leader's information capability ?
4.How AI reshapes the leader's ethical obligations ?
5.How AI reshapes the leader's management of human resource ?

This presentation synthesizes recent business literature in the scientific fields of strategic management, information systems, and organizational behavior. We view AI not as a productivity tool but as a structural force that is reshaping the nature of leadership itself. The business literature also reveals that algorithmic systems do not merely support business decisions but they dynamically redistribute authority and power within contemporary organizations.

In our opinion, AI is not replacing leadership. The core purpose of leadership, that is formulating strategic direction of the organization, building trust, empowering human resource, respecting all stakeholders, and creating a high performance organization, remains fundamentally human. Business schools and organizations should develop leaders who are fluent in both routes, the human-centered leadership and the AI capability.

KEYWORDS: Systemic Leadership, Strategic Direction, Artificial Intelligence, Algorithmic Systems

SCHEDULING:

Thursday 08th Oct.	10:00 - 11:30	VIRTUAL ROOM THU-1	EN

KN-09

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

Prof Tadeja Jere Jakulin, PhD
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ABSTRACT

Intangible cultural heritage comprises living practices, performances, knowledge and skills that communities recognise as part of their cultural identity. The UNESCO framework for safeguarding emphasises that intangible heritage must be protected through community participation, the passing on of knowledge, and links to sustainable development, rather than being treated merely as a static object of conservation. This perspective matters for destinations that are already developed for tourism or wish to develop in this regard. In this context, living cultural heritage strengthens local identity and social cohesion, whilst also attracting visitors and supporting broader development.

The keynote address presents the Škofja Loka Passion Play in Slovenia as a systems example of living heritage, inscribed on the UNESCO Representative List of the Intangible Cultural Heritage of Humanity in 2016. The Passion Play is the oldest surviving dramatic text and stage directions from the 18th century, written in the Slovenian language by the Capuchin friar Romuald, and is staged today as a procession in the historic town of Škofja Loka, involving more than a thousand local performers and volunteers from the surrounding valleys and villages. Owing to their scale, symbolic meaning and the deep involvement of the local community, the Škofja Loka Passion Plays are a striking example of the mutual influence between heritage, community and the development of a tourist destination.

A systems approach treats the destination as a living network of relationships rather than as a collection of separate cultural and tourism functions. Methodologically, it combines document analysis, autoethnographic observation based on direct participation in the Passion Play, and a semi-structured interview with the performance director. These sources are interpreted through qualitative systemic dynamics to identify the key actors, processes and feedback loops that shape the long-term balance of the heritage element.

The analysis shows that preservation depends on strengthening the links between community participation, intergenerational transmission, management, interpretation and tourism development. Strong local involvement supports a sense of ownership, continuity and cultural meaning, whilst careful interpretation can improve public understanding and enrich the visitor experience. At the same time, we note the risk that excessive tourism pressure may undermine authenticity and community control if development is not guided by conservation principles. The article argues that participatory management is a key mechanism for balancing these tensions and for preserving living heritage as both a cultural asset and a resource for development.

KEYWORDS: UNESCO, intangible cultural heritage, systems approach, CLD modelling, cultural tourism, Škofja Loka Passion Play

SCHEDULING:

Thursday 08th Oct.	10:00 - 11:30	VIRTUAL ROOM THU-1	EN

KN-10

Predictive Analytics, Generative AI, and Intelligence Augmentation in Socio-Technical Systems: Root Metaphors, Automation, Embodiment, and the Partitioning of Autonomy

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ABSTRACT

Predictive Analytics, Generative AI, and Intelligence Augmentation represent three distinct traditions in computing that are reshaping contemporary socio-technical systems. Predictive Analytics focuses on anticipating likely outcomes, Generative AI expands the production of digital representations across text, images, audio, and video, and Intelligence Augmentation seeks to improve individual and collective capability. Applications of these advances have raised apprehension about machines outpacing human decision-making. Yet the challenge is not understanding machines and humans as separate entities, but appreciating how technical and human systems function together within larger socio-technical wholes.

Using autonomous driving and reporting systems as illustrative cases, this presentation draws on the World Hypotheses of Stephen C. Pepper to show how Formism, Mechanism, Organicism, and Contextualism lead to different questions about the same phenomenon. Building on contextualism, the presentation introduces contexturalism-dyadicism as an extension emphasizing rhythms, propensities, embodiment, and diachrony.

Through the concepts of anticipation, teleonomy, and negotiated order, the partitioning of autonomy between machine automation and human agency is understood as a developmental choice. While technical systems may become increasingly capable, excessive automation can weaken the human skills, judgement, and practical knowledge required to sustain and renew those systems. The central challenge of this turbulent transition with Generative AI technologies is not framing machines and humans as opposing competitors, but understanding how technical, individual, and collective capabilities may be developed together across longer time horizons within coevolving socio-technical systems.

KEYWORDS: Socio-Technical Systems, Predictive Analytics, Intelligence Augmentation, Contexturalism-Dyadicism, Anticipation, Autonomy

SCHEDULING:

Thursday 08th Oct.	17:30 - 19:00	VIRTUAL ROOM THU-1	EN

KN-11

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

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ABSTRACT

Organizations responsible for supervising complex infrastructure systems face decision situations characterized by interacting technical, organizational, human, and environmental factors, incomplete information, qualitative judgments, multiple criteria, and the need to incorporate expert knowledge into timely and accountable decisions. This paper presents and critically examines an applied systemic approach developed for the predictive supervision of natural gas pipeline transportation in Peru. The approach integrates Soft Systems Methodology (SSM) for systemic problem structuring and organizational modelling with Multi-Criteria Decision Making (MCDM), operationalized through DEXi, to develop transparent, knowledge-based decision-support models.

SSM provided the methodological foundation for understanding the natural gas transportation industry and its supervisory processes as interconnected Human Activity Systems. The intervention incorporated strategic analysis, Root Definitions, CATWDE analysis, and Conceptual Models to identify relevant transformations, actors, clients, worldviews, ownership, environmental constraints, and the logically related activities required for effective supervision. This systemic modelling supported the identification and validation of effectiveness and efficiency indicators and provided the conceptual basis for determining the attributes and criteria subsequently incorporated into the decision-support models.

The integration establishes an explicit methodological transition from systemic inquiry to intelligent decision support. Rather than introducing Artificial Intelligence as an independent technological layer, SSM is used to determine what should be evaluated, why it should be evaluated, from which perspectives, and how the relevant activities and criteria are systemically related. MCDM and DEXi subsequently operationalize selected expert knowledge through hierarchical multi-attribute models and qualitative utility functions. Evaluations proceed through a hierarchical semantic tree in which utility functions define decision rules linking lower-level attributes to higher-level assessments.

Four expert decision-support systems were developed for the principal lifecycle phases of natural gas transportation infrastructure: Design, Construction,

Operation and Maintenance, and Abandonment. The models reached up to six levels of resolution and jointly incorporated 1,047 decision rules: 93 for Design, 216 for Construction, 438 for Operation and Maintenance, and 300 for Abandonment. Their development involved 23 working sessions, representing approximately 69 hours of interaction with the organization's Technical Work Committee, through which the systemic methodology and expert systems were progressively validated and calibrated.

The experience indicates that the principal contribution of integrating SSM with AI-based MCDM is not the automation of expert judgment itself, but the creation of a traceable methodological pathway from systemic problem understanding to explicit criteria, structured expert knowledge, explainable decision rules, and actionable supervisory assessments. SSM and MCDM/DEXi perform complementary roles: SSM supports systemic problem structuring, multiple perspectives, organizational learning, and conceptual modelling, while DEXi transforms relevant expert knowledge into transparent, hierarchical, and operational decision-support models. The case therefore provides a human-centred and explainable AI approach to systemic management, with particular relevance to complex public-sector supervision and risk-management environments.

KEYWORDS: Soft Systems Methodology; Multi-Criteria Decision Making; DEXi; Artificial Intelligence; Predictive Supervision; Natural Gas Transportation, Peru

SCHEDULING:

Thursday 08th Oct.	17:30 - 19:00	VIRTUAL ROOM THU-1	EN

KN-12

Why do we Visualize? Securing the WOW! Effect on Business Innovation through AI-Powered 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 even though the three pillars mentioned above form a more or less expected and straightforward path towards understanding and interpreting data, using them in various everyday applications (ranging from simple sales reports to autonomous car driving to promoting secure decision-making) is anything but trivial. We will herein work with history, reference examples, and case studies that will help us formalize a recommended Data Visualization process, specifically adapted to secure a WOW! Effect when addressing Business Innovation through AI-Powered Digital Transformation.

KEYWORDS: AI-Powered Data Visualization, Systemic Management, Exploratory Data Analysis (EDA), Business Innovation, Digital Transformation, WOW! Effect

SCHEDULING:

Thursday 08th Oct.	17:30 - 19:00	VIRTUAL ROOM THU-1	EN

KN-13

Beyond Watzlawick: Axioms of Pragmatic Interaction for Second-Order Cybernetics

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ABSTRACT

Paul Watzlawick and colleagues profoundly influenced the study of human communication through a small set of propositions concerning the inevitability of communication, the coexistence of content and relational meaning, digital and analogical codes, punctuation of interactional sequences, and symmetrical versus complementary relationships. These ideas have remained highly influential across communication theory, family systems, psychotherapy, and cybernetics. Yet, despite their conceptual power, they were never developed into a coherent formal axiom system capable of supporting derivation, falsification, or systematic empirical testing.

This paper addresses that gap by recasting Watzlawick's pragmatic insights within a second-order cybernetic framework. It introduces a minimal formal ontology of agents, observable conduct, interpretation, punctuation, relational stance, and belief updating, and reformulates the five classical propositions as level-separated axioms concerning information flow, meta-communication, coding, observer-dependent segmentation, and relational dynamics. Five additional axioms extend the framework to turn-taking and timing, repair, common ground, relevance/cooperation, and public–private channels.

The formalization explicitly adopts a non-ontological stance: conduct is not assumed to contain meaning in itself, but is treated as an action schema whose meaning emerges through situated interpretation by observers within punctuated interactional contexts. This allows paradox, reflexivity, and context-dependence to be retained rather than eliminated. From the resulting axiom system, the paper derives testable theorems concerning, among others, the communicativity of silence, reciprocal blame arising from divergent punctuation, stabilization of symmetry or complementarity through repeated meta-signals, and the effects of code choice and leakage on interpretive uncertainty.

The framework also introduces posterior interpretive entropy as a descriptive measure of the dispersion of possible readings, while explicitly rejecting any assumption that lower entropy necessarily implies better communication. Relational viability, repair, and contextually requisite variety remain independent evaluative criteria.

The contribution is therefore twofold. Theoretically, it shows that core insights of Watzlawick, Bateson, and the Palo Alto tradition can be rendered as a formal, observer-dependent axiomatics compatible with second-order cybernetics. Practically, it provides a basis for empirical operationalization in mediation, organizational communication, Structured Democratic Dialogue, and human–AI interaction. The paper thus offers a bridge between classical systems thinking and contemporary socio-technical interaction research.

KEYWORDS: Second-order cybernetics; pragmatic interaction; communication axioms; observer-dependent interpretation; relational dynamics; systems theory

SCHEDULING:

Friday 09th Oct.	10:00 - 12:00	VIRTUAL ROOM FRI-1	GR

KN-14

From Anthropocentric AI to Human Accountability: A Systemic Framework for Keeping Humanity in Command

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ABSTRACT

Artificial Intelligence is increasingly embedded in organisational decisions, professional practices and everyday human interactions. Previous discussions of Anthropocentric AI have established that intelligent systems should enhance rather than replace human potential and must be guided by transparency, fairness, ethical responsibility and respect for human values. The next challenge is no longer simply to define these principles, but to translate them into applied systemic management.

This paper proposes the Anthropocentric Accountability Loop: a systemic framework designed to ensure that human purpose, judgement and responsibility remain central throughout the lifecycle of AI-supported decisions. The framework consists of seven interconnected stages: Human Purpose, AI-Augmented Action, Human Judgement, Systemic Consequences, Ethical Feedback, Human Correction and Continuous Relearning.

The proposed model extends the conventional idea of keeping a "human in the loop." Merely including a person in an automated process does not guarantee meaningful oversight, particularly when individuals become overdependent on algorithmic recommendations or are unable to challenge them.

An anthropocentric system must therefore keep humanity in command of the loop by establishing clear accountability, feedback mechanisms, intervention rights and organisational cultures that encourage critical thinking.

The paper examines AI not as an isolated technological tool, but as an active component of a wider organisational and societal ecosystem. Every AI-supported action can produce intended and unintended consequences for employees, customers, institutions and communities. Systemic management must consequently evaluate not only efficiency and accuracy, but also human agency, trust, dignity and long-term social impact.

The central argument is that AI can make people and organisations more capable, but only human accountability can keep them humane. The future of responsible AI will depend not simply on better algorithms, but on better human judgement, courageous leadership and organisational systems capable of learning, correcting and continuously adapting without abandoning their timeless ethical principles.

KEYWORDS: Anthropocentric AI, Human Accountability, Systemic Management, Human Judgement, Responsible AI, Organisational Culture

SCHEDULING:

Friday 09th Oct.	10:00 - 12:00	VIRTUAL ROOM FRI-1	GR

KN-15

From Systems Thinking to Practice: Integrating AI and Hybrid Simulation into Modern Enterprise Management

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ABSTRACT

Modern business management is confronted with increasing complexity, rapid change, and vast volumes of data. Traditional analytical thinking—which isolates individual components of a problem to solve them in a vacuum—proves inadequate for contemporary organizations. In this context, Systems Thinking and Systemic Business Management emerge as essential leadership tools. Rather than viewing an enterprise as a machine composed of autonomous departments, systemic management treats it as a living, complex, and interconnected ecosystem. The integration of Artificial Intelligence (AI) and advanced simulation tools fundamentally reinforces this approach, turning systemic theory into practical execution.

Systems Thinking focuses on relationships, interactions, and feedback loops between the constituent parts of a whole. In business management, any operational change within a single department (e.g., Sales, IT, HR) triggers ripple effects and unintended consequences across the entire organization. Systemic management emphasizes the big picture, accounting for time delays, as the true impact of today's decisions often manifests months or years down the line.

The banking sector represents a prime example of a Complex Adaptive System. A bank operates as a living organism where a minor shift (e.g., in interest rates or credit approval policies) reverberates throughout the entire system, affecting liquidity, risk exposure, regulatory compliance (ECB/IMF), and customer satisfaction. Adopting AI-assisted systemic management within banks requires a phased implementation strategy to ensure operational continuity and security.

Human cognition struggles to foresee the simultaneous interaction of multiple variables over time—a gap effectively bridged by Artificial Intelligence. AI acts as the enterprise's "nervous system":
• Analysis & Discovery: Through Machine Learning, AI analyzes vast datasets from disparate departments to uncover hidden feedback loops.
• Causal Relationship Mapping: It processes internal documentation and transaction logs to automatically construct Causal Loop Diagrams.
• Targeted Interventions: AI identifies key leverage points where minimal effort yields maximum systemic impact, steering management away from short-sighted and damaging "quick fixes".
• Holistic Transformation: Instead of merely automating isolated tasks, systemic AI

utilization focuses on simulating and optimizing the entire operational ecosystem.

The Major Pitfall: Deploying Artificial Intelligence without Systems Thinking simply accelerates operational errors at scale.

To operationalize systemic management, platforms like AnyLogic enable Multimethod / Hybrid Simulation. This approach integrates three distinct levels of analysis:

1.System Dynamics: Captures the macroscopic view and feedback architecture of the enterprise.
2.Discrete Event: Models the microscopic details of operational processes and workflows.
3.Agent-Based Modeling: Simulates individual human behaviors, decision rules, and interactions.

Through this hybrid architecture, executive management can execute dynamic "What-If" simulation scenarios. Consequently, the potential impacts of strategic decisions (e.g., policy shifts, pricing restructuring, or workforce reallocation) are thoroughly tested over time, revealing hidden side-effects prior to real-world deployment.
This hybrid modeling and simulation framework is operationalized through a custom AnyLogic simulation model presented at the conclusion of the presentation.

KEYWORDS: Business, banking, AI, AnyLogic, Systems,Thinking

SCHEDULING:

Friday 09th Oct.	10:00 - 12:00	VIRTUAL ROOM FRI-1	GR

KN-16

Using Fuzzy Cognitive Maps in Applied Systemic Management

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ABSTRACT

Organizations today function in environments characterized by uncertainty, rapid technological change, globalization, competition, and increasing interdependence. Managers are therefore required to make decisions in situations where multiple variables interact and where the consequences of an intervention may extend beyond the area in which the decision was initially made.

Modern organizations operate as complex systems in which numerous factors interact dynamically, often producing outcomes that are difficult to predict using traditional analytical approaches. Traditional management approaches often attempt to analyze organizational problems by separating them into individual components. Although this reductionist perspective can be useful for examining specific issues, it may be insufficient when dealing with complex systems in which relationships between variables are as important as the variables themselves.

Applied Systemic Management (ASM) can be understood as a management approach grounded in systems thinking, systems theory, and complexity science, with the purpose of understanding and intervening in real-world organizational and socio-economic systems. The key word is systemic. It means that a management problem is not examined as an isolated event or as the result of a single variable. Instead, the analysis considers relationships, dependencies, feedback mechanisms, and interactions among multiple variables and stakeholders. ASM addresses this challenge by emphasizing relationships, feedback, interdependence, emergence, and the behavior of the system as a whole.

In this context, Fuzzy Cognitive Maps (FCMs) provide a valuable methodological framework for representing, analyzing, and communicating complex cause-and-effect relationships. FCMs combine elements of cognitive mapping and fuzzy logic to model how different concepts influence one another and how changes in one part of a system may propagate throughout the whole system. This article examines the role of FCMs in ASM, focusing on their theoretical foundations, methodological characteristics, practical applications, advantages, and limitations. It argues that FCMs can support managers and decision-makers by transforming qualitative knowledge and expert experience into structured models that facilitate scenario analysis, strategic planning, and organizational learning.

FCMs can be used as a practical tool for ASM and to demonstrate their potential contribution to organizational analysis and decision-making.

KEYWORDS: Applied Systemic Management, Fuzzy Cognitive Maps, systems thinking, decision-making, organizational management, complexity science, strategic planning, scenario analysis, organizational learning.

SCHEDULING:

Saturday 10th Oct.	10:30 - 12:00	VIRTUAL ROOM SAT - Amphitheatre CASSIOPI, UOI, Preveza	GR

KN-17

Who Is Prepared for AI? Regional Disparities in AI Literacy Across Europe

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ABSTRACT

Artificial intelligence is rapidly transforming the organisation of work, the demand for skills, firms' production processes and the geography of innovation. However, the capacity of individuals to understand, evaluate and use AI technologies is unlikely to be distributed evenly across space. Existing research has documented marked territorial inequalities in digital infrastructure, human capital, innovation capacity and technology adoption, but there is still limited comparative evidence on the regional distribution of AI literacy. This paper examines who is prepared for AI across European regions and investigates the individual and regional factors underlying spatial disparities in AI literacy.

The analysis draws on novel microdata from the EU-TRAILS project, covering more than 30 European Union and neighbouring countries. The survey contains harmonised measures of AI literacy alongside detailed information on respondents' demographic, socioeconomic and labour-market characteristics. Crucially, the data include regional identifiers that permit analysis at both the NUTS-1 and NUTS-2 levels. This structure allows us to move beyond national averages and examine whether substantial differences in AI preparedness exist within countries, across metropolitan and peripheral territories, and between regions characterised by different levels of digital development.

We conceptualise AI literacy as a multidimensional form of human capital encompassing basic knowledge of AI, understanding of its applications and limitations, and the capacity to engage critically and effectively with AI-enabled technologies. AI literacy is treated not solely as an individual attribute but as a regionally embedded capability. Its formation may depend on education, employment and income, but also on the wider technological and institutional environment in which individuals live and work. Regions with stronger digital infrastructure, more advanced firms, higher-skilled labour markets and more developed innovation systems may offer greater opportunities for exposure to AI, learning and knowledge diffusion. Conversely, digitally lagging regions may face cumulative disadvantages that restrict the acquisition of AI-related capabilities.

A central contribution of the empirical analysis is the integration of a regional

measure of digital development based on the Digital Economy and Society Index at the NUTS-2 level. The regional DESI measure captures differences in digital connectivity, human capital, use of digital technologies and the digitalisation of firms and public services. We use it to assess whether regional digital maturity is associated with higher levels of AI literacy after accounting for individual characteristics and national institutional conditions. We also examine whether regional digital development moderates socioeconomic inequalities in AI literacy. For example, digitally advanced regions may raise overall literacy while simultaneously generating greater returns to education and occupational position, or they may narrow disparities by expanding access to digital resources and learning opportunities.

The empirical strategy combines descriptive mapping with multilevel and regional regression analysis. We first document cross-country and within-country variation in average AI literacy at the NUTS-1 and NUTS-2 levels. We then estimate models relating individual AI literacy to gender, age, education, income, employment status, occupation and other relevant characteristics. Regional variables include the NUTS-2 DESI index, labour-market conditions, economic development, industrial composition, urbanisation, innovation intensity and the local concentration of skilled employment. Country fixed effects are used to ensure that regional comparisons are not driven by national differences in institutions or policy environments. Interaction terms assess whether the individual determinants of AI literacy vary systematically with regional digital maturity and economic structure.

The paper contributes to three strands of literature. First, it extends research on digital and AI-related skills by introducing a comparative, regionally disaggregated measure of AI literacy. Second, it links individual AI preparedness to regional innovation systems and theories of cumulative causation, according to which technological capabilities, skills and economic opportunities become increasingly concentrated in already advantaged places. Third, it contributes to debates on skill-biased technological change by showing that exposure and preparedness for AI are shaped by both personal resources and local opportunity structures.

The findings will have direct implications for European cohesion, skills and innovation policy. If regional digital maturity strongly predicts AI literacy, policies focused exclusively on individual training may be insufficient. Effective intervention may require territorially differentiated combinations of digital infrastructure investment, education and training, support for firm-level AI adoption, and stronger links between employers, universities and public institutions. Identifying regions and population groups at risk of being left behind is therefore essential for ensuring that the diffusion of AI supports, rather than weakens, inclusive regional development.

KEYWORDS: Artificial Intelligence (AI) Literacy; Regional Development; Spatial Inequality; Labour Markets and Work Transformation; Digital Skills and Human Capital; AI Governance and Policy.

SCHEDULING:

Saturday 10th Oct.	10:30 - 12:00	VIRTUAL ROOM SAT - Amphitheatre CASSIOPI, UOI, Preveza	GR

KN-18

Managing Organizational Complexity in the AI Era: Rethinking the Relationship Between Intelligence and Decision Quality

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ABSTRACT

The recent rapid adoption of Artificial Intelligence (AI) in organizations has created the expectation that more data, more analytics, and more computational intelligence will inherently enhance decision-making. The reality is that, although AI has enhanced organizations' information-processing capabilities, many still face greater uncertainty, coordination difficulties, governance challenges, and unintended consequences. This paradox prompts a critical inquiry: why does greater intelligence not consistently yield better decisions?

Organizational complexity is a key concept to understand situations like this. The Systems Approach, including systems thinking, cybernetics, complex adaptive systems, and organizational theory, leads to the perception that AI should not be viewed merely as a technological tool. Instead, it is an active non-deterministic agent in an already complex socio-technical system. As AI becomes an active part of organizational processes, it enables new interactions among individuals, data, algorithms, and organizational structures. These interactions create additional complexity at a pace that exceeds organizations' capacity to manage and to absorb it.

Acting as a complexity catalyst, AI creates new dependencies, reshapes feedback loops, and ultimately contributes to emergent organizational behaviors. The Systems Approach reveals that many challenges associated with AI do not originate in the technology itself but in the dynamic relationships that evolve among technological and human elements of modern sociotechnical systems. Moreover, self-directed and agentic AI systems challenge established perceptions regarding control, accountability, and decision authority.

Instead of limiting our focus to AI governance, we need a broader perspective on System Governance. Effective management in the AI era requires managers to understand and manage interactions, dependencies, and systemic consequences rather than merely deploy increasingly intelligent technologies. The future success of organizations will depend not on the extent of AI adoption, but on their capacity to remain adaptive, resilient, and governable amid high complexity, both internal and external.

Managers have to reconsider a dominant assumption of the AI era: that more intelligence inevitably produces better outcomes. In modern organizations, acting as complex adaptive systems, sustainable performance depends less on intelligence itself and more on the capacity to understand and manage the complexity that intelligence creates.

KEYWORDS: Artificial Intelligence, Organizational Complexity, Decision Quality, Systems Approach

SCHEDULING:

Saturday 10th Oct.	10:30 - 12:00	VIRTUAL ROOM SAT - Amphitheatre CASSIOPI, UOI, Preveza	GR

KN-19

A Systems Theory Perspective on AI Applications in Education

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ABSTRACT

The rapid integration of Artificial Intelligence (AI) into education is transforming teaching, learning, assessment, and academic decision-making. However, AI applications are often examined as individual technological tools, without sufficient consideration of the complex interactions between technology, learners, educators, institutions, and the wider educational environment. This presentation shows how a Systems Theory perspective is used for analysing AI applications in education as components of dynamic and interconnected socio-technical systems. Drawing on key principles of Systems Theory, including interdependence, interaction, feedback, adaptation, emergence, and system–environment relationships, this presentation conceptualises AI not as an isolated technological intervention but as an element that interacts continuously with human and organisational agents. The proposed framework examines how AI-mediated interactions may generate changes in learning behaviours, pedagogical practices, institutional processes, and educational outcomes, while also producing feedback loops. Particular attention is given to the reciprocal relationship between human users and AI systems and to the capacity of educational systems to adapt to the increasing presence of AI. According to recent studies a systems perspective can provide a more holistic framework for understanding both the opportunities and challenges associated with AI in education. It is important to study the directions for future postgraduate programs, considering human–AI interaction, AI literacy, educational effectiveness, and the long-term systemic transformation of educational environments.

KEYWORDS: AI, systems, studies, education

SCHEDULING:

Saturday 10th Oct.	12:30 - 14:00	VIRTUAL ROOM SAT - Amphitheatre CASSIOPI, UOI, Preveza	GR

KN-20

Systemic Multimethodology of High-Leverage Approach to Procurement and Category Management – Travel Retail Industry

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ABSTRACT

This study applies the DYSODEDD multi methodology to the travel retail industry, aiming to identify, analyze, and prioritize the leverage points that determine the performance of project range (assortment) management.

Through the structural mapping of a typical travel retail operator (DCSYM) and that convergence of DYSODEDD with its constituent methodologies, eight leverage points were identified and organized into three causal loop diagrams (CLD A, B and C).

The first six concern processes and relationships within the direct control of category management: replenishment policy, OTB (Open To Buy) governance, demand visibility, range optimization, point of sales communication, and the procurement-operations interface. The last two lie at the boundaries of the system. Suppliers talk allocation policy, and the terms of the concession contract with the airport or port authority, well the operator's influence exists but is not decisive.

The finding on CLD C was quantitatively confirmed through a Stock& Flow simulation on Vensim. A specific tipping point was identified in replenishment intensity, beyond which the system transitions from controlled decline, into oscillation. The simulation also revealed that increasing the available shelf space (Linear Shelf Meters) functions as a temporary relief rather than a solution, since it's availability ultimately depends on an external leverage point outside the operator's direct control.

Based on the findings, specific transformation proposals are formulated, differentiated according to the degree of control: direct interventions for the in-system leverage points, and negotiation strategies, grounded in argumentation, strengths and BATNA, for the boundary leverage points.

The study concludes that the multimethodology and the leverage points do not make the structures or processes themselves healthier, but rather the relationships upon which those structures and processes rest.

KEYWORDS: Multimethodology, DCSYM, SSM, Delphi, SDD, Leveragepoints

SCHEDULING:

Saturday 10th Oct.	12:30 - 14:00	VIRTUAL ROOM SAT - Amphitheatre CASSIOPI, UOI, Preveza	GR

KN-21

Job description and their significance to the systemic operation of public administration

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ABSTRACT

The recent law 5331 related to the method of promotions in the greek public administration addressed and underlined a forgotten issue. We mean the job description, which was a prerequisite by foreigners' supervision and consequently a major concern for all public services and agencies during the period 2017-2019. At that time, all the agencies of the public sector had to comply with this condition and set job profiles for all their employees. Since the whole of public sector made job descriptions, the new job profiles were integrated into the overall digital organizational chart and gave the required detail and information to the organization of the public administration. For the first time, the greek public administration had managed to synthesize its entire structure into a single functional system. The success of the work was also recognized by the officers of the European Union, it was part of the loan program, while the operation of the system allowed the implementation of the laws on evaluation, promotion of executive staff (4369/2016) and mobility (4440/2016).

Nowadays and despite the success and the importance of this organizational tool of the outlines, job profiles were cast aside. The majority of the outlines have been left without being updated, while new organizational structures have been created, such as new ministries. Nowadays and due to the new law on promotions (5331/2026), job description are more necessary than ever. For instance and according to the law, an employee who wants to be selected as a supervisor in the highest positions, he must successfully pass an exam, regarding the position he expects to occupy. The existence of a clear outline, in which the tasks and requirements will be clarified, is the key point for a successful selection.

Our presentation demonstrates the role and the importance of job description and profile and refers to its connection with modern and necessary tools of management (assessment, duties list etc.) as well as its relation with the prementioned law.

KEYWORDS: law, job description, job profile, employee, public sector, supervision

SCHEDULING:

Saturday 10th Oct.	12:30 - 14:00	VIRTUAL ROOM SAT - Amphitheatre CASSIOPI, UOI, Preveza	GR

Workshops

WS-01

AICatalyst Approach to AI Integration: Practical, Systemic, Human- Centered

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ABSTRACT

The rapid evolution of Artificial Intelligence is reshaping organizational structures, decision-making processes, and professional roles across industries. As organizations navigate this transition, the need for systemic thinking, responsible governance, and human-centered adoption becomes increasingly critical. Within this framework, the AICatalyst team presents a 75-minute workshop that connects AI technology, systemic management principles, and real-world organizational transformation.

The session begins with a brief introduction to O.TE.N – the Artificial Intelligence Association "AiCatalyst" (www.aicatalyst.gr), a non-profit organization founded in 2020 that brings together business, science, technology, and the public sector around the advancement of Artificial Intelligence in Greece. With members from industry and academia, O.TE.N "AiCatalyst" helps drive the country's digital transformation by fostering collaboration, sharing knowledge, and developing best practices. Through strategic partnerships, institutional initiatives, and nationwide activities, it promotes innovation and the responsible use of AI. The session highlights O.TE.N "AiCatalyst" identity, mission, and vision; its role as a bridge among key stakeholders; and its growing portfolio of actions and collaborations, aiming to strengthen its credibility, expand its community, and build a vibrant, ethical, and sustainable AI ecosystem in Greece **(Dimitris Cherekelis)**.

The workshop continues with a practical exploration of AI technology "in practice."

This segment focuses on demystifying AI capabilities, showcasing real examples of applied AI tools, and highlighting how organizations can leverage them to enhance efficiency, decision-making, and innovation. Emphasis is placed on the distinction between theoretical AI concepts and the operational realities that organizations face when integrating AI into daily workflows. Participants gain clarity on what AI can and cannot do, how it behaves in real environments, and what conditions are necessary for successful implementation **(Agis Georgiou)**.

The next part of the workshop links Enterprise AI with Applied Systemic Management, arguing that Enterprise AI should be treated as a systemic intervention rather than solely a technology project. Although AI enables automation, decision support, and innovation, many organizations do not achieve the expected return on investment because they overlook organizational complexity, feedback loops, and business-IT alignment. Enterprise AI functions within sociotechnical systems where people, processes, and technology interact. Drawing on systems thinking, emergence theory, and Gall's Law, the presentation recommends starting with simple, effective solutions and gradually increasing complexity. Systemic methodologies help organizations understand context, manage change, and improve the success of AI initiatives **(Panagiotis Papaioannou)**.

The final segment focuses on supporting AI adoption within organizations. It examines how AI-driven change can trigger emotional, cognitive, and relational reactions that influence resistance across the system. The session offers practical tools and frameworks that help leaders and teams navigate transition with clarity and confidence. Emphasis is placed on communication, capability building, and trust as core enablers of successful adoption. This approach fosters psychological safety, strengthens engagement, and supports sustainable integration of AI, cultivating resilient and adaptive organizational evolution **(Nikoletta Tsotsorou)**.

KEYWORDS: Artificial Intelligence, Enterprise AI, AI Integration, AI- driven change, Systems approach, AICatalyst

SCHEDULING:

Wednesday 07th Oct.	17:30 - 19:30	VIRTUAL ROOM WED-1	GR

Professional Panel

PP-01

MIT Report: 95% of GenAI Pilots Are Failing. How to Manage AI Projects with PMI-CPMAI Framework That Deliver Business Value.

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ABSTRACT

Artificial intelligence is rapidly becoming embedded in project-based work, yet its managerial impact extends far beyond adopting new digital tools. AI changes how decisions are made, how information is produced and validated, how stakeholders interact, how risks emerge, and how organizations distribute responsibility. Consequently, AI-enabled projects should be understood not only as technical initiatives but as complex socio-technical systems in which technology, data, people, organizational structures, governance mechanisms and external stakeholders continuously influence one another.

This Professional Panel proposes a systemic perspective on project management in the AI era. It will examine how systems thinking can help project, program and portfolio professionals avoid local optimization and address interdependencies, feedback loops, unintended consequences and competing stakeholder objectives. The discussion will organize the challenge around five interacting dimensions: (1) strategy and value realization, (2) technology and data, (3) people and stakeholder dynamics, (4) governance, ethics and risk, and (5) organizational learning and feedback. Particular attention will be given to stakeholder identification and engagement, human–AI decision boundaries, accountability, transparency, trust, data quality, risk escalation, benefit realization and the adaptation of governance throughout the project life cycle.

The panel will connect established systems thinking and stakeholder concepts with contemporary professional guidance for responsible AI, including ISO/IEC 42001 and the Project Management Institute's 2026 Standard for Artificial Intelligence in Portfolio, Program, and Project Management. Rather than positioning AI as a substitute for professional judgment, the proposed approach treats AI as an influential component within a wider organizational system that must be designed, governed and continuously reviewed.

The expected outcome is a practical systemic framework and a set of diagnostic questions that practitioners can use to initiate, govern, and evaluate AI-related projects. The panel aims to bridge systems theory and professional practice and show that successful AI transformation depends not only on technical capability, but also on stakeholder alignment, governance quality, adaptive learning, and sustained value creation.

KEYWORDS: AI PMI CPMAI STANDARDS FAILURE

SCHEDULING:

Thursday 08th Oct.	17:30 - 19:00	VIRTUAL ROOM THU-2	GR

Professional Round Table

PRT-01

Applied Systemic Management in the AI Era: Navigating Complexity, Adaptation and Responsible Transformation

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ABSTRACT

In an interconnected environment characterized by uncertainty, accelerating technological change, and increasing organizational interdependence, management requires approaches capable of addressing complexity beyond the limits of traditional reductionist analysis. Artificial Intelligence (AI) intensifies this challenge by altering organizational structures, decision processes, information flows, roles, and relationships between people and technology. Applied Systemic Management provides a framework for understanding organizations as dynamic socio-technical systems whose behavior emerges from the interaction of their components rather than from the properties of individual elements considered in isolation.

A systemic perspective shifts managerial attention from individual functions and technologies to relationships, system boundaries, feedback structures, delays, interdependencies, and emergent behavior. Organizational performance is therefore understood not simply as the sum of local efficiencies, but as the outcome of interactions among people, processes, technologies, governance mechanisms, and the environment in which the organization pursues its goals. This is particularly important because interventions designed to optimize one subsystem may generate unintended consequences elsewhere. Applied Systemic Management consequently emphasizes the need to examine the organization as a whole, identify relevant system boundaries, understand patterns of causality and feedback, and maintain alignment between operational activities and strategic purpose.

The AI era also introduces a significant challenge of variety. As technological systems become increasingly autonomous, probabilistic, interconnected, and adaptive, the environmental and operational variety confronting organizations may exceed the regulatory variety available within existing governance and decision structures. From a systemic perspective, effective management therefore requires sufficient regulatory capacity, appropriate information flows, feedback mechanisms, and adaptive responses. Concepts such as requisite variety, homeostasis, recursion, learning, and viability become increasingly relevant to the design of organizations capable of responding to rapidly changing environments without losing coherence or strategic direction.

These principles are particularly valuable when addressing complex issues such as AI governance, digital transformation, organizational redesign, decision accountability, cybersecurity, workforce adaptation, and responsible data use. Such challenges cannot be treated solely as technological problems because they involve multiple interacting stakeholders, competing objectives, institutional constraints, and evolving environmental conditions. Systemic approaches enable managers to explore these interactions, identify reinforcing and balancing feedback mechanisms, anticipate unintended consequences, and design interventions that can evolve through continuous monitoring and learning.

Applied Systemic Management, therefore, positions AI not simply as a technological tool, but as a component of a wider organizational system that must be continuously designed, governed, monitored, and adapted. By integrating systemic principles with emerging technological capabilities, organizations can strengthen their capacity for learning, adaptation, responsible decision-making, and long-term viability. In this way, systems thinking provides not only a holistic perspective for understanding the AI-enabled organization, but also a practical foundation for managing transformation under conditions of complexity and uncertainty.

KEYWORDS: Applied Systemic Management; Systems Thinking; Artificial Intelligence; AI Governance; Digital Transformation; Socio-Technical Systems; Requisite Variety; Organizational Viability; Feedback Loops; Organizational Learning.

SCHEDULING:

Saturday 10th Oct.	14:15 - 15:45	VIRTUAL ROOM SAT - Amphitheatre CASSIOPI, UOI, Preveza	GR

Extended Abstracts Presentations

EA-01

FLEXIBLE SYSTEMIC LEADERSHIP - Future Systems Leadership Framework in High-Complexity Organizations

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ABSTRACT

Contemporary organizations operate in environments of increasing complexity, uncertainty, technological acceleration, and intensified interdependence. Extensive digitalization and the rapid development of artificial intelligence are further transforming processes of knowledge creation, decision-making, organizational learning, and leadership. Under these conditions, predominantly individual-centric approaches to leadership face limitations in providing an integrated account of the dynamics that develop within complex socio-technical organizational systems.

The purpose of this certification study is to develop a synthetic theoretical proposition for leadership in high-complexity organizations by integrating Systems Theory, Organizational Cybernetics, Systems Thinking, Organizational Learning, Complexity Science, and selected contemporary leadership theories. Particular emphasis is placed on integrating Human–AI collaboration as an organic element of contemporary organizational and leadership reality.

As a result of this theoretical synthesis, the certification study develops Flexible Systemic Leadership (FSL). FSL proposes that leadership should not be understood exclusively as an individual characteristic, behaviour, or function of a formal leader, but as an emergent capacity of the organizational system as a whole. This capacity is formed through the dynamic interaction of people, relationships, structures, information flows, feedback mechanisms, and technological systems, and is manifested in the capacity for collective sensemaking, learning, adaptation, and organizational renewal.

The theoretical architecture is organized around six core constructs: Systemic Adaptability, Collective Intelligence, Leadership Emergence, Strategic Learning, Adaptive Resilience, and Human–AI Collaborative Governance. The applied architecture is articulated through the Future Systems Leadership Framework (FSLF), the dynamic operation of FSL through the FSL Dynamic Leadership Cycle (FSL-DLC), and organizational diagnosis through the FSL Maturity Model (FSL-MM). the certification study formulates eight theoretical propositions, FSL-P1 through FSL-P8, and proposes a multi-phase programme for future empirical evaluation.

The certification study's original contribution lies primarily in the systematic integration of systems thinking and leadership science, the shift of analytical focus toward Systemic Leadership Capacity, the theoretical linkage of feedback, collective intelligence, strategic learning, systemic adaptability, and adaptive resilience, and the organic integration of Human–AI Collaborative Governance. FSL is presented as a coherent, testable, and revisable theory-development programme rather than as an already empirically validated theory.

SCHEDULING:

Wednesday 07th Oct.	12:00 - 13:30	VIRTUAL ROOM WED-1	GR

EA-02

Systemic Analysis and Transformation of the Order Management in an Export-Oriented Manufacturing Company

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ABSTRACT

Soft Systems Methodology (SSM), supported by a Rich Picture, CATWOE analysis and conceptual activity models, was used to incorporate the perspectives of management, order processing, warehousing and employees. DCSYM was then applied to organisational structure and communication flows. The analysis identified overlapping responsibilities, missing functions, informal communication, concentration of operational knowledge in individual employees and excessive dependence on the CEO for decisions.

Causal Loop Diagrams explained how these conditions sustained the backlog. Higher workload increased the likelihood of errors, while rework consumed capacity required for new orders. Pending orders then accumulated, pressure increased and further errors became more likely. Backlog thus became part of the mechanism that perpetuated the problem. Automation, clearer procedures and improved communication were identified as means of reducing rework and restoring capacity.

A System Dynamics model developed in Vensim was used to compare intervention scenarios rather than predict the company's future. With an Automation Level of 0.7 and Communication Quality of 0.6, the baseline simulation stabilised at approximately 950 pending orders. Increasing automation to 0.9 reduced the backlog to almost zero and lowered error-related rework. When Communication Quality was reduced to 0.2, pending orders exceeded 2,000. Automation therefore emerged as a strong leverage point, while communication remained essential to system stability.

The proposed transformation includes clearer departmental responsibilities, stronger General Management and Human Resources functions, a single order-entry point, structured communication and fuller use of the Entersoft ERP system. Implementation is proposed in stages, supported by training, risk management and performance indicators. The Viable System Model was used to assess whether the redesigned organisation could remain effective and adaptable as international activity increased.

The study shows that the difficulties arise from the interaction of organisational structure, staffing
constraints, communication practices and limited automation. For export-oriented SMEs, commercial growth can outpace organisational maturity. Sustainable transformation requires structure, people, processes, communication and technology to develop together.

KEYWORDS: Systemic Thinking, Organisational Transformation, Order Management, Soft Systems Methodology, DCSYM, System Dynamics

SCHEDULING:

Wednesday 07th Oct.	12:00 - 13:30	VIRTUAL ROOM WED-1	GR

EA-03

AI-Assisted Project Management for Contract and Request Management Improvement in TRAVCO Corporation Ltd

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ABSTRACT

TRAVCO Corporation Ltd is a global B2B tourism Wholesaler operating in a complex environment where effective management of contracts, partner requests and internal communication is essential for operational performance. The Project addresses a recurring organizational problem involving fragmented communication, high volumes of requests, delays in response, errors, rework and dependency on key organizational roles. These issues are interconnected and cannot be effectively addressed through a purely technological solution.

The purpose of this Certification Project is to investigate the existing organizational situation and design a systemic intervention for improving the management of contracts and requests through an AI-assisted workflow approach. The study combines several systems and management methodologies in order to understand the problem from complementary perspectives. Soft Systems Methodology (SSM) is used to explore the problematic situation and the perspectives of the main stakeholders through a Rich Picture and CATWOE analysis. DCSYM is applied to model the existing organizational structure and processes and to develop a proposed improved configuration. Causal Loop Diagrams are used to identify feedback relationships between workload, pending requests, response time, errors and rework, while System Dynamics and Vensim support the exploration of the dynamic behaviour of the system and the comparison between the existing and improved situations. The Viable System Model is additionally considered as a framework for organizational viability and communication between subsystems.

Based on the systemic analysis, an AI-assisted workflow system is proposed to support request categorization, prioritization, routing, monitoring and decision-making while maintaining human oversight. The intervention is structured as a project using project management principles, with defined roles, stakeholders, deliverables and a six-month implementation plan based on Agile/Scrum practices.

The paper demonstrates that organizational improvement cannot be achieved by technology alone. Sustainable improvement requires clearer roles and responsibilities, improved communication channels, appropriate governance, user participation and effective change management. The proposed approach illustrates how systemic methodologies can be combined with artificial intelligence and project management to address complex organizational problems and support digital transformation in the tourism industry. The findings also indicate that the proposed intervention can be implemented incrementally, allowing the organization to evaluate results, adapt the solution and progressively extend its use across related processes.

KEYWORDS: Systems Thinking, Soft Systems Methodology, Artificial Intelligence, Project Management, Digital Transformation, System Dynamics

SCHEDULING:

Wednesday 07th Oct.	12:00 - 13:30	VIRTUAL ROOM WED-1	GR

EA-04

Systemic Cloud Transformation in the Insurance Industry

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ABSTRACT

This study, developed as a CSAP Certification Project, examines the systemic digital transformation of the insurance industry through the adoption of Cloud technologies. The study explores how insurance organizations can address increasing technological complexity, regulatory requirements, operational efficiency challenges, and evolving customer expectations by adopting a systemic approach to change management.

The analysis is based on Systems Thinking principles and applies key systemic methodologies, including Soft Systems Methodology (SSM), Design and Control Systemic Methodology (DCSYM), CATWOE analysis, Rich Picture modeling, and Causal Loop Diagrams. These methodologies are used to examine the current state of a typical insurance organization, identify the main stakeholders and systemic interactions, and design a future Cloud-oriented operating model.

The study demonstrates that Cloud Transformation should not be viewed as a purely technological initiative but as a broader organizational change affecting processes, governance, customer experience, risk management, and business strategy. The proposed transformation model highlights the importance of innovation, digital capabilities, operational agility, regulatory compliance, and continuous adaptation in a highly dynamic business environment.

The findings indicate that the successful implementation of a systemic Cloud Transformation can improve operational efficiency, enhance customer satisfaction, strengthen organizational resilience, and create sustainable competitive advantages for insurance companies. Furthermore, the study confirms the value of systemic methodologies as practical tools for understanding complexity, supporting decision-making, and designing effective transformation strategies in modern organizations.

KEYWORDS: Cloud Transformation, Insurance Industry, SSM, DCSYM, Digital Transformation, Organizational Change.

SCHEDULING:

Wednesday 07th Oct.	12:00 - 13:30	VIRTUAL ROOM WED-1	GR

EA-05

Sustainable development of abandoned villages - a systemic approach

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ABSTRACT

This study, developed as a CSAP Certification Project, was developed from a personal and, at the same time, broader social concern: the need to explore sustainable ways of addressing the gradual abandonment of remote villages in the Greek countryside. The case of Prousos, a mountainous village in Evrytania facing significant demographic and economic decline, provided the starting point for this study. At the same time, the increasingly evident impact of climate change on athletes' health, safety and performance, particularly in outdoor sports, introduced a second, apparently independent, dimension to the problem.

The main idea of the study is that these two challenges do not necessarily have to be addressed separately. Making use of the systemic perspective and utilizing the systemic thinking, their interconnections can reveal opportunities for a common and potentially sustainable intervention. More specifically, the study examines the possibility of transforming the currently inactive facilities of the Katsampeio complex in Prousos into a modern sports centre. The favourable climatic and environmental conditions of the area could provide safer conditions for athletic training, while the operation of such a centre could simultaneously stimulate tourism, employment and local economic activity and, ultimately, contribute to maintaining or increasing the permanent population.

The research follows a gradual transition from the understanding of the real-world problem to its systemic representation and dynamic modelling. The existing situation and the proposed improvement are initially analyzed and depicted through DCSYM (Design and Control Systemic Methodology), focusing particularly on communication, control and interaction among the stakeholders involved. The analysis is subsequently extended through System Dynamics and the development of a simulation model in Vensim. The model examines the interactions among sports infrastructure, tourism, employment, local economic activity, public policy and demographic development over time.

The comparison between the baseline and adverse scenarios highlights the importance of coordinated public policy and the timely implementation of infrastructure. The simulations indicate that changes in these critical parameters can substantially affect the development trajectory of the area, while also

demonstrating the interconnected nature of the individual interventions. The model is not intended to provide precise forecasts, but rather to explore system behaviour and support the comparative evaluation of alternative policy choices.

Ultimately, the proposed sports centre is not approached as a goal in itself, but as a potential starting point for a broader mechanism of local regeneration. The study suggests that the reuse of abandoned public infrastructure, combined with targeted decentralisation policies, appropriate investment instruments and cooperation among stakeholders, could contribute to more sustainable development in remote areas. Although further empirical data and broader stakeholder participation would strengthen the analysis, this project aims primarily to provide a starting point for further research and discussion on how systemic thinking and System Dynamics can support more informed decisions concerning complex challenges of regional development.

KEYWORDS: Sustainable development, abandoned villages, climate change, impact alleviation

SCHEDULING:

Wednesday 07th Oct.	12:00 - 13:30	VIRTUAL ROOM WED-2	GR

EA-06

Systemic Approach and Applied Systemic Methodologies for the Improvement of Veterinary Clinic Operations

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ABSTRACT

This study, developed as a CSAP Certification Project, focuses on the systemic analysis and optimization of the operations of the small animal veterinary clinic "Pet Clinic." An integrated systemic approach is applied with the aim of identifying organizational pathologies and supporting strategic decision-making.

Initially, the Current Situation (CS) of the clinic is mapped using the Dynamic Conceptual Systemic Methodology (DCSYM), which highlights significant delays in projects due to a centralized management model and staff burn-out, as well as payment issues arising from the absence of an internal accounting department. Subsequently, Interventional Improvements (IIs) are proposed, including the restructuring of the marketing department and the establishment of an internal accounting department.

The viability of the organization is examined through the Viable System Model (VSM) and the specialized VSMod software, mapping the clinic's functions into five distinct subsystems to ensure autonomy and balance with the external environment.

Finally, a dynamic simulation model is developed in the AnyLogic environment using the System Dynamics method. Through the comparison of three experimental scenarios (Experiment, Experiment 1, and Experiment 2), it is demonstrated that the clinic's financial sustainability depends on the combination of drastic cuts in inelastic costs (payroll, provisions) together with a parallel increase and stabilization of organic revenues, offering management a powerful tool for absorbing seasonal market fluctuations.

KEYWORDS: Systemic Approach, DCSYM, Viable System Model, System Dynamics, Organizational Diagnosis, Veterinary Clinic Management

SCHEDULING:

Wednesday 07th Oct.	12:00 - 13:30	VIRTUAL ROOM WED-2	GR

EA-07

Systemic Interventions in the "Mushrooms Kechagia S.A" company

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ABSTRACT

This study, developed as a CSAP Certification Project, presents a systemic analysis, diagnosis, and dynamic modeling of MUSHROOMS KECHAGIA S.A., with the objective of improving the company's organizational performance, production processes, and inventory management. The study focuses on the challenges arising from the rapid expansion of the company's new white mushroom production facility, the increasing complexity of its operations, and the communication gaps between production units and management.

The organizational analysis is conducted using the Design and Control Systemic Methodology (DCSYM), which facilitates the identification and evaluation of communication structures, control mechanisms, and organizational dysfunctions within the existing system. Based on the findings, appropriate systemic interventions are proposed to enhance organizational effectiveness. Furthermore, the System Dynamics methodology, implemented through the Vensim simulation software, is employed to develop a dynamic model of the company's production, inventory, and demand,under alternative operational scenarios.

The results demonstrate that strengthening communication mechanisms, establishing clearer roles and responsibilities, and enhancing workforce specialization,significantly improve organizational efficiency and long-term sustainability.

Moreover, the application of systemic methodologies,highlights the value of a holistic management approach in supporting strategic decision-making and effectively managing complex production systems within the agri-food sector.
Keywords: Systemic Analysis, DCSYM, System Dynamics, Vensim, Organizational Diagnosis, Inventory Management, Production Planning, Mushroom Industry, Agri-food Sector.

KEYWORDS: DCSYM,MUSHROOMS KECHAGIA S.A,SYSTEM DYNAMICS,VENSIM

SCHEDULING:

Wednesday 07th Oct.	12:00 - 13:30	VIRTUAL ROOM WED-2	GR

EA-08

The Systemic Growth Framework (SGF): Towards an Integrative Systemic Perspective on Sustainable Individual and Organisational Growth

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ABSTRACT

Understanding the conditions that enable sustainable individual and organisational growth remains a significant challenge. Relevant knowledge is distributed across leadership, human resource development, organisational development and change, organisational learning, multilevel theory, systems thinking, complexity science and sustainability scholarship. Systemic, integrative and multilevel models already connect individual, collective, organisational and contextual processes, but generally address different focal phenomena, including learning, change, performance, adaptation, thriving and sustainability. Consequently, the ways in which growth-relevant conditions interact across domains to enable, constrain and sustain individual and organisational growth—and the relationship between these two forms of growth—remain comparatively under-theorised.

The Systemic Growth Framework (SGF) is proposed as an integrative conceptual framework for examining sustainable growth within organisations conceptualised as purposeful human systems. In the SGF, sustainable growth refers not simply to expansion or short-term performance improvement, but to developmental change that can be sustained without undermining the human, organisational or wider-system conditions required for its continuation. The framework directs analytical attention beyond discrete determinants or interventions towards configurations and patterns of interaction among individual capacities, relational processes, organisational conditions and wider-system influences through which growth is enabled, constrained and sustained.

The central research question guiding the framework is:

What systemic conditions, and what patterns of interaction among them, may enable or constrain sustainable individual and organisational growth within purposeful human systems?

Building on this question, the SGF examines growth across four analytically distinct but interacting domains: individual, relational, organisational and wider-system. Its intended contribution is to conceptualise sustainable individual and organisational growth as distinct but interrelated systemic phenomena and to organise

complementary theoretical insights within a coherent, phenomenon-centred conceptual architecture for investigating how growth-relevant conditions interact across domains. Rather than proposing previously unknown growth factors, the framework provides a basis for bringing relevant theoretical traditions into dialogue and guiding further theory development.

The presentation introduces the conceptual foundations and theoretical rationale of the SGF, positions it in relation to adjacent frameworks, and outlines directions for future theoretical development and empirical research.

KEYWORDS: Systemic Growth Framework, sustainable individual and organisational growth, systems thinking, multilevel theory, organisational development, purposeful human systems

SCHEDULING:

Wednesday 07th Oct.	12:00 - 13:30	VIRTUAL ROOM WED-2	GR

EA-09

The Accounting Services Sector In Greece: A Systems Approach Using SSM And DCSYM

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ABSTRACT

This study examines the sector of the accounting services in Greece, aiming to identify the main challenges it currently faces and to assess possible routes for its digital transformation. The rapid digitization of the economy, frequent shifts in the legislative and regulatory landscape, and evolving business needs have reshaped how accounting firms operate. Also, the increasing complexity of the compliance procedures makes the situation complicated for this sector. Therefore, the transition from traditional accounting to the new types of business services is vital now.

To investigate these issues, the study blends strategic analysis with an integrated set of systemic methodologies.
First, the SWOT and PESTEL analysis were conducted in order to provide an overview of the factors that affect the Greek accounting firms. Then, Soft System Methodology was used to define the stakeholders, their roles and challenges of the accounting sector and to develop some strategies for improving it. According to the results of the SSM, the DCSYM models were developed.

Furthermore, the Causal Loop Diagrams were drawn to analyze the connections between different variables and to understand how the sector will evolve.
Among the variables considered were the legislative changes, the development of digital solutions, the evolution of skills among the accountants, and the shortage of specialists.

All these factors are tightly connected to each other and affect the possibility of successful adaptation of the firms to the rapidly changing conditions of the business environment.

As a result of this research, a number of measures aimed at the promotion of the strategic transformation of the accounting companies were proposed.
These include the wider application of the Cloud ERP systems, artificial intelligence, business intelligence, process automation, the development of the new advisory services, enhanced cybersecurity, and the professional development of the personnel.
In conclusion, the results of this research imply that digital transformation is no longer an optional improvement but a strategic necessity.
The combined use of SSM, DCSYM, SWOT and PESTEL analyses, along with CLDs, provides a structured framework for understanding current sector challenges and identifying practical pathways toward a more modern, flexible, and digitally mature accounting services environment.

KEYWORDS: Accounting Services, Digital Transformation, Systems Thinking, Soft Systems Methodology (SSM), DCSYM, Causal Loop Diagrams, Business Intelligence, Artificial Intelligence.

SCHEDULING:

Wednesday 07th Oct.	14:00 - 15:30	VIRTUAL ROOM WED-1	GR

EA-10

Systemic Approach to E-Commerce Challenges: Shopping Cart Abandonment and Logistics Management

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ABSTRACT

This study, developed as a CSAP Certification Project, examines two major problems affecting the e-commerce company, and these are: shopping cart abandonment and difficulties associated with logistics and delivery processes. These two major issues are highly interconnected and can significantly influence customer experience and satisfaction, sales performance, operating costs, and the overall competitiveness of e-commerce businesses.

The study adopts a systemic approach to investigate the causes, interactions, and consequences associated with these challenges. Initially, the external and internal environment of the e-commerce sector is examined through SWOT and PESTEL analyses. These frameworks provide an overview of the main strengths, weaknesses, opportunities, threats, and external factors that influence the development and operation of e-commerce businesses.

The Soft Systems Methodology (SSM) is subsequently applied to analyse the problematic situation and identify the main stakeholders, perspectives, and relationships within the system. The Rich Picture and CATWOE framework are used to develop a broader understanding of the problem situation and its underlying interactions. Furthermore, the Design and Control Systemic Methodology (DCSYM) is applied to model both the existing and the proposed future state of the system. Causal Loop Diagrams are also used to identify feedback relationships between key variables, particularly those connecting delivery performance, customer satisfaction, and shopping cart abandonment.

The analysis indicates that improving e-commerce performance requires coordinated interventions rather than isolated solutions. The study therefore proposes a framework for digital transformation focused on simplifying the checkout process, improving inventory and logistics management, implementing CRM and Marketing Automation solutions, providing real-time order tracking, and exploiting Artificial Intelligence technologies for customer support and personalised interactions.

The proposed transformation aims to reduce shopping cart abandonment, improve delivery reliability and customer experience, reduce operational inefficiencies, and

strengthen business competitiveness. The findings demonstrate that technologies such as CRM, ERP, Artificial Intelligence, and real-time tracking systems can contribute substantially to the operational improvement of e-commerce businesses.

Overall, the study concludes that systemic thinking and digital transformation provide an effective framework for addressing complex and interconnected challenges within the e-commerce sector. The application of SSM, DCSYM, and Causal Loop Diagrams enables a holistic understanding of the current situation and supports the development of realistic and adaptable improvement strategies. The proposed framework can be applied to both small and medium-sized enterprises and larger e-commerce organisations, supporting their continuous adaptation, sustainable development, and long-term competitiveness.

KEYWORDS: shopping cart abandonment, e-commerce, SSM, DCSYM, Causal Loop Diagrams, CRM, ERP.

SCHEDULING:

Wednesday 07th Oct.	14:00 - 15:30	VIRTUAL ROOM WED-1	GR

EA-11

Application of Systemic Methodologies in Logistics Management: The Case of FedEx

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ABSTRACT

This study, developed as a CSAP Certification Project, examines the organizational structure, strategic development, and logistics operations of FedEx, one of the world's leading multinational organizations in the transportation and logistics sector. The study addresses the complexity of global logistics systems and the need for organizations to continuously adapt to technological, economic, environmental, and competitive changes. Its main objective is to analyze FedEx as a complex organizational system and identify opportunities to improve coordination, operational efficiency, and adaptability.

The study initially examines the organizational environment of FedEx using strategic management tools, including PESTEL analysis, SWOT analysis, and the Business Model Canvas. The findings highlight major organizational strengths, such as the company's extensive global logistics network, technological infrastructure, strong brand reputation, and diversified services, while also identifying challenges related to operating costs, international competition, regulatory requirements, and environmental pressures.

A systems thinking approach is then applied to examine FedEx as an open and dynamic system characterized by continuous interactions among operational, informational, and managerial components. Particular emphasis is placed on Soft Systems Methodology (SSM), Design and Control Systemic Methodology (DCSYM), causal diagrams, system dynamics, and the Viable System Model (VSM). The DCSYM analysis examines the structure of the logistics system, communication and control relationships, and interactions among operational units and managerial roles, while the comparison between the existing and proposed states identifies opportunities for improvement.

Based on this analysis, the study proposes a Smart Logistics Coordination System that integrates operational data, transport status information, dynamic routing instructions, and real-time tracking updates. The proposed intervention aims to improve information flow, coordination among logistics subsystems, delivery reliability, and organizational responsiveness. Overall, the study demonstrates how the integration of systems thinking, digital transformation, innovation, and project management can contribute to the adaptability, efficiency, and long-term sustainability of complex logistics organizations such as FedEx.

KEYWORDS: FedEx, Systems Thinking, Strategic Analysis, Soft Systems Methodology, DCSYM, System Dynamics

SCHEDULING:

Wednesday 07th Oct.	14:00 - 15:30	VIRTUAL ROOM WED-1	GR

EA-12

Systemic Reorganization and Digital Transformation of "World of Travel" (ALICE REAL ESTATE TOURISM S.A.) via DCSYM and SSM Methodologies

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ABSTRACT

This study, developed as a CSAP Certification Project, conducted within the «Digital Transformation and Business Innovation in AI Era» specialization of the CSAP program, focuses on the systemic diagnosis and strategic redesign of the organizational structure of «ALICE REAL ESTATE TOURISM S.A.» (trading as «World of Travel»), a retail tourism services subsidiary of «Lazaris Travel» (LTS). The investigated problem is internal organizational entropy. This pathology is caused by the absence of intermediate regulatory loops (variety attenuators), leading to an over-concentration of control and daily micro-management at the General Management (CEO) level, ambiguous boundaries of responsibility in the Sales Department, and continuous communication «noise» when interacting with the Accounting Department and the parent company. To address this systemic bottleneck, a combined methodological framework is adopted. Initially, P. Checkland's Soft Systems Methodology (SSM) is utilized to map the problematic situation (Rich Picture) and define the desired transformation via the CATWOE mnemonic. Subsequently, N. Assimakopoulos' Design and Control Systemic Methodology (DCSYM) is applied using the DCSYM Case Tool, producing contrasting architectural models of the Current (AS-IS) and Proposed (TO-BE) states, along with their respective Communication Matrices. Additionally, Causal Loop Diagrams (CLDs) are constructed to illustrate the system's dynamic feedback loops and the reinforcing nature of the administrative congestion. The proposed intervention focuses on three synergistic innovation pillars: (a) establishing the role of «Finance & Sales Coordinator» to act as a crucial variety absorber among Management, Sales, Accounting, and the parent LTS company, (b) hierarchically upgrading a sales position to «Head of Sales» to streamline horizontal operations, and (c) driving a holistic digital transformation by implementing a centralized Customer Relationship Management (CRM) software. This technological upgrade lays the groundwork for Business Model Innovation in the AI Era, creating the conditions for predictive brokering and dynamic margin pricing. Within this framework, the new Coordinator acts as the critical «Human-in-the-Loop», translating algorithmic data into actionable strategy. The conclusions indicate that applying Organizational Cybernetics principles to small, service-oriented enterprises can accelerate decision-making, help mitigate communication deadlocks and foster structural flexibility against external environmental crises.

KEYWORDS: Keywords: Systemic Management, DCSYM, Soft Systems Methodology (SSM), Digital Transformation, Artificial Intelligence (AI), CRM, Tourism Industry, Organizational Cybernetics.

SCHEDULING:

Wednesday 07th Oct.	14:00 - 15:30	VIRTUAL ROOM WED-2	GR

EA-13

Modern System Dynamics and Digital Transformation in a Commercial Company

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ABSTRACT

This study examines the role of modern System Dynamics and digital transformation in improving the operational efficiency of a commercial company. The main objective is to analyse and redesign key business processes by combining systemic analysis, dynamic modelling and digital technologies. Particular emphasis is placed on information flows, inventory management, demand forecasting, order processing and coordination among the different organizational functions.

The Design and Control Systemic Methodology (DCSYM) is applied to map the existing organizational structure and the interactions between departments, identifying communication weaknesses, coordination problems and operational bottlenecks. The analysis indicates that delays in information flows, limited coordination with suppliers and external partners, insufficient demand forecasting and difficulties in inventory management negatively affect the efficiency and responsiveness of the company. Based on these findings, an improved organizational structure is proposed, incorporating an integrated Enterprise Resource Planning (ERP) system, automated inventory recording technologies such as barcode or RFID, and a specialized role for data analysis and demand forecasting.

In addition, System Dynamics modelling is implemented using Vensim to examine the behaviour of the company's inventory and sales system over time. The model represents the central inventory and two branches through stocks, flows and key variables related to customer demand, forecasting, inventory policies and delivery lead time. Different sensitivity scenarios are examined to assess the effects of changes in smoothing time, inventory policy, lead time, central inventory coverage and inventory correction time.

The results demonstrate that inventory management, demand forecasting and communication with external partners have a significant influence on the efficiency of order fulfilment and the overall performance of the system. The sensitivity analysis further highlights the importance of delivery lead time and inventory policies in maintaining appropriate stock levels and supporting stable sales. Overall, the study demonstrates that the combined application of System Dynamics, DCSYM and digital transformation can provide a holistic framework for understanding complex business processes, evaluating alternative strategies and supporting more effective decision-making, competitiveness and sustainable organizational development.

KEYWORDS: System Dynamics, Digital Transformation, DCSYM, Vensim, Inventory Management, Demand Forecasting

SCHEDULING:

Wednesday 07th Oct.	14:00 - 15:30	VIRTUAL ROOM WED-2	GR

EA-14

Systemic Transformation of the ENOSEAS Group: From the ARGO NAVIS Scope Crisis to an Integrated Sales Enablement Structure

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ABSTRACT

This paper presents the systemic transformation of ENOSEAS, a Greek group of four companies providing technical, electrical, support and digital services to the shipping industry. The starting point is the scope crisis of ARGO NAVIS, its largest subsidiary, which lost its core project stream once the transitional deadlines of the IMO Ballast Water Management Convention expired in 2024 — combined with a fragmented commercial function, weak lateral links between subsidiaries and the absence of any shared mechanism for knowledge and coordination. The study follows a multimethodological path. Soft Systems Methodology bounds the problem situation through a Rich Picture, CATWOE analysis and a root definition; DCSYM models both the current state and the proposed improvement as coded systemic elements, communication relationships and control mechanisms; Causal Loop Diagrams expose the reinforcing and balancing feedback that governs the group's behaviour; an executable System Dynamics model, built in Vensim, tests three policy scenarios over a 36-month horizon; and the Viable System Model finally examines whether the proposed architecture can remain viable. The resulting design introduces a horizontal Sales Enablement function, a simplified ARGO NAVIS focused on the SERAPIS energy-efficiency programme, a shared CRM, a Knowledge Hub and a strategic intelligence mechanism. In the DCSYM comparison, strong communication links rise from 4 to 20, weak or distorted links fall from 9 to 2, and model complexity drops by 23.6%. The simulation results are scenario outputs under design assumptions rather than forecasts, and they surface a second-order finding: commercial success shifts the constraint downstream to delivery capacity, so growth must be scaled in phases against a backlog threshold. The study concludes with an 18-month implementation programme with defined governance, work breakdown, schedule, RACI, risks, deliverables and success metrics — demonstrating that addressing the ARGO NAVIS crisis is not a local organisational correction but a transformation of relationships, information flows, commercial capability and organisational learning at group level.

KEYWORDS: Systems Thinking, SSM, DCSYM, System Dynamics, Viable System Model, Maritime Services

SCHEDULING:

Wednesday 07th Oct.	14:00 - 15:30	VIRTUAL ROOM WED-2	GR

EA-15

Digital Transformation of the Fleet Management and Routing System of "The Smile of the Child"

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ABSTRACT

This study, developed as a CSAP Certification Project, examines the fleet management and routing system of the non-profit organization "The Smile of the Child" through the perspectives of Systems Thinking, Digital Transformation, and the adoption of emerging technologies. The organization operates nationwide and relies on an extensive and specialized vehicle fleet to support critical social, medical, humanitarian, and emergency activities. The complexity and geographical dispersion of its operations, combined with increasing transportation demand and the need for timely response, create significant challenges in the effective allocation and utilization of vehicles and human resources.

The main objective of the study is to systematically investigate and evaluate the existing fleet management and routing system and to formulate proposals for its digital transformation. The analysis combines complementary systemic methodologies. Soft Systems Methodology (SSM) is applied to understand the problematic situation, identify key stakeholders, and capture different perspectives and perceptions. Design and Control Systemic Methodology (DCSYM) is subsequently used to model the existing and proposed systems. In addition, Causal Loop Diagrams (CLDs) are developed to explore the relationships among key variables, including transportation demand, fleet availability, response time, vehicle breakdowns, and service quality. Finally, System Dynamics modeling and simulation, using Vensim software, are employed to examine the dynamic behavior of the system and evaluate alternative operational scenarios.

The analysis indicates that increasing transportation demand and reduced fleet availability significantly affect response times and service quality. In contrast, the integration of digital fleet management tools and route optimization can improve resource utilization and overall operational performance.

Based on the systemic analysis, an integrated digital transformation framework is proposed, incorporating centralized routing management, fleet management systems, telematics, real-time vehicle tracking, operational dashboards, and data-driven decision support. The potential application of Artificial Intelligence (AI) is also explored for route optimization, predictive maintenance, real-time data analysis, and decision support. Furthermore, the development of a Digital Twin is

examined as a future capability to enhance organizational adaptability and resilience.

The study concludes that combining systemic methodologies with digital technologies can reduce response times, improve fleet resource utilization and operational availability, and support more effective decision-making. Ultimately, digital transformation can strengthen the organization's sustainability, adaptability, and resilience while supporting its social mission and improving the quality of services provided to children and families in need.

KEYWORDS: Digital Transformation, Fleet Management, Route Optimization, Systems Thinking, Artificial Intelligence, System Dynamics

SCHEDULING:

Wednesday 07th Oct.	14:00 - 15:30	VIRTUAL ROOM WED-2	GR

EA-16

Systemic Study of Customer Base Development in a Modern Olive Mill: Application of SSM, DCSYM, and Vensim

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ABSTRACT

This study examines the development of the customer base of a modern olive mill engaged in the production, standardization, and marketing of branded Protected Geographical Indication (PGI) extra virgin olive oil. Its main objective is to investigate the factors influencing the long-term evolution of the customer base and to evaluate alternative strategies that may support the sustainable development and competitiveness of the business. Particular emphasis is placed on reputation, reliability, advertising, partnerships, and delays in payments made by the business to producers who are also customers of the olive mill.

A systemic approach is adopted to analyse the problem. Initially, the organizational and business environment is examined using strategic analysis tools, including SWOT and PESTEL analyses. Soft Systems Methodology (SSM) is then applied to provide a holistic representation of the problem situation, while DCSYM is used for the systematic analysis of processes and critical factors within the system. The findings of this analysis are subsequently used to develop an exploratory System Dynamics model in Vensim, incorporating variables such as customers, partners, reputation, reliability, advertising, and payment delays.

Through simulation, the dynamic evolution and changing composition of the customer and partner network are examined over a ten-year period under different hypothetical scenarios. Within the assumptions of the model, the results suggest that strengthening reliability, effectively managing partnerships, and improving the business reputation may contribute positively to the overall development of the business network. Conversely, payment delays may negatively affect relationships of trust with producer-customers and lead to customer losses. Furthermore, within the model, some customers become partners, a process that is taken into account when interpreting changes in the respective stocks.

The model has not been calibrated or empirically validated using historical data from the business, and its numerical parameters represent assumptions adopted for the purposes of this study. Therefore, the results are used for the comparative exploration of possible system behaviours and should not be interpreted as forecasts of the olive mill's actual future performance.

Finally, the study proposes the implementation of a Customer Relationship Management (CRM) information system to support the structured management of producer-customer data, partnerships, and transactions. The combined use of systemic methodologies, exploratory simulation, and digital tools can support the systematic evaluation of alternative strategies and business decision-making.

KEYWORDS: Olive Mill, Customer Base Development, System Dynamics, Soft Systems Methodology (SSM), DCSYM, Vensim

SCHEDULING:

Wednesday 07th Oct.	14:00 - 15:30	VIRTUAL ROOM WED-3	GR

EA-17

Systemic Interventions in a Family-Owned Business

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ABSTRACT

This study, developed as a CSAP Certification Project, examines the operation and development prospects of ESTETICA E.F.V. MOISOGLOU G.P., a family-owned business operating in the aesthetics sector in Thessaloniki since 1998. Its core activity is the provision of aesthetic services. At the same time, it also operates in the retail sale of cosmetic products through its physical store and e-shop and, in recent years, in the wholesale distribution of professional makeup products.

The study aims to provide a systemic analysis of the company's current situation and to identify the factors affecting its efficiency, competitiveness, and future development. The main issues investigated include the decline in new customer acquisition, increased customer service time, the concentration of multiple responsibilities within a limited workforce, and the need to strengthen the company's digital presence, e-commerce, and wholesale activities. The company's organisational structure and external environment were examined through PESTEL Analysis, while the Business Model Canvas was used to analyse its business model and value creation process.

The methodological approach was based on Systems Thinking. It combined the Soft Systems Methodology (SSM), Rich Picture, CATWOE Analysis, Design and Control Systemic Methodology (DCSYM), Causal Loop Diagrams, and System Dynamics Modelling and Simulation using Vensim. In addition, the Viable System Model (VSM) was applied to assess the organisational viability of the company and its ability to adapt to changes in its environment. Finally, Project Management principles and tools were used to organise the implementation of the proposed interventions, including the Project Charter, project governance and stakeholder identification, Gantt chart, and project deliverables.

The findings indicate that the challenges faced by ESTETICA do not arise from isolated causes but from the interaction of organizational, operational, and external factors. The analysis identified the need for clearer allocation of responsibilities, improved coordination between business functions, and more effective use of human and available resources. It also highlighted the importance of strengthening digital presence and marketing, further developing e-commerce and wholesale activities, and making greater use of new technologies. The combined implementation of the proposed interventions is expected to improve operational efficiency, enhance competitiveness, and support the long-term sustainable development of ESTETICA.

KEYWORDS: Systems Thinking, Soft Systems Methodology (SSM), Design and Control Systemic Methodology (DCSYM), System Dynamics, Vensim, Viable System Model (VSM), Business Analysis.

SCHEDULING:

Wednesday 07th Oct.	14:00 - 15:30	VIRTUAL ROOM WED-3	GR

EA-18

A Systemic Approach to Intergenerational Succession in a Family Business: Diagnosis and Intervention Design at Idolio Gallery

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ABSTRACT

This study examines the intergenerational succession of Idolio Gallery, a family-owned gallery specialising in handcrafted jewellery and decorative art, most of it by Greek artists and designers, operating in Hersonissos, Crete, since 1992. The firm now stands within a two-to-three-year interval in which ownership and control are expected to pass from the founding to the second generation. The study's argument breaks with the conventional reading of stalled succession as a failure of will or a strain in family relations and locates the problem at the level of system structure: the firm's mechanisms for institutionalising the founders' accumulated competence and transferring it beyond the individuals who hold it remain inadequate.

The analysis is conducted from within the firm, by a researcher who is himself a member of the second generation and a candidate for the succession under study, a position that grants direct access to the founders' tacit knowledge while demanding explicit reflexivity to guard against the biases such proximity introduces. From this vantage the diagnosis establishes that operational know-how, customer relationships built across three decades, and the commercial judgement governing pricing and acquisition remain tacit and un-codified, resident in the founders alone; that the second generation participates in daily operations yet holds no defined role; and that the family, ownership and business subsystems overlap without boundary differentiation.

Four systemic methodologies structure the intervention and yield its principal findings. Soft Systems Methodology (Checkland, 1981) frames the problematical situation and establishes which changes are at once systemically desirable and culturally feasible. The Design and Control Systemic Methodology (Assimakopoulos& Theocharopoulos, 2010) formalises the structural and control architecture of the current and proposed states, exposing the concentration of control in the founding generation as the decisive structural deficit. Causal loop diagrams (Forrester, 1961; Meadows, 2008) identify a reinforcing loop of mutual waiting as the dominant structure sustaining the deadlock and locate its principal leverage point in the successor's undefined role. Structured Democratic Dialogue (Christakis & Bausch, 2006) then furnishes the deliberative mechanism through which the members themselves author, and thereby legitimise, the redistribution of

roles.

Two interventions follow. The first confers on the second generation a formal role together with a deliberate channel for converting the founders' tacit knowledge into explicit, shared form. The second renegotiates the boundaries among the family, ownership and business subsystems through collective deliberation that secures the members' assent. Neither displaces the firm's historical identity; the aim is to carry it forward by transforming it from the personal endowment of its founders into an institutionalised, documented and transferable organisational capability.

KEYWORDS: family business succession, tacit knowledge transfer, Soft Systems Methodology, DCSYM, Structured Democratic Dialogue, organisational capability

SCHEDULING:

Wednesday 07th Oct.	14:00 - 15:30	VIRTUAL ROOM WED-3	GR

EA-19

From Systemic Diagnosis to Applied Solution: DCSYM Studio and JKal CRM as Integrated Tools for Sales Process Improvement in a Greek SME

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ABSTRACT

Systemic methodologies offer a structured approach to organizational diagnosis, yet the full analytical cycle — from the identification of structural deficiencies through the design of a targeted intervention to the measurable comparison of current and proposed states — is rarely completed within a single, integrated toolchain. This is particularly evident in small-to-medium enterprises, where informal coordination and fragmented record-keeping often persist precisely because the tools needed to diagnose and address them systemically are unavailable or inaccessible. Two purpose-built software tools are presented here, developed to bridge this gap
and applied in an integrated sequence within the sales department of a Greek SME operating in the industrial equipment sector.

DCSYM Studio is a web-based application that implements the full DCSYM element and relation set with automated computation of the cyclomatic complexity metric (M-score) and integrated BPMN notation for complementary process-level modeling. Applied to a sales department operating without a CRM system, it produced a current-state diagram (M = 25, Very High complexity) that revealed five distorted relations spanning failures of coordination, information flow, and cross-departmental burden allocation, identifying the absence of a centralized information layer as their structural root.

Because the diagnosis pointed directly to a specific class of missing structure, JKal CRM was subsequently developed as a web-based CRM application tailored to B2B sales in small organizations. A proposed-state DCSYM diagram with the CRM introduced as a new subsystem indicated a reduction from five to two distorted relations, with the remaining distortions attributable to person-dependent factors and cross-boundary conditions outside the scope of the intervention. The integrated use of both tools illustrates a complete systemic cycle — from diagnosis to evidence-based solution design to measurable structural comparison — representing
an applied contribution to systemic management practice in digitally underserved SMEs.

KEYWORDS: DCSYM, BPMN, CRM, systemic diagnosis, SME sales management, applied
systemic tools

SCHEDULING:

Wednesday 07th Oct.	14:00 - 15:30	VIRTUAL ROOM WED-3	GR

EA-20

H-SCALE™: Advancing Applied Systemic Management in the AI Era through Human-Systemic Learning

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ABSTRACT

Artificial intelligence is transforming how organizations process information, make decisions, and coordinate work. While AI enhances analytical capability and operational efficiency, organizational adaptation continues to depend on uniquely human processes such as sensemaking, collaboration, ethical judgment, and collective learning. This shift highlights the need for management approaches that integrate technological intelligence with human adaptive capability.

This paper presents H-SCALE™ (Human-Systemic Coaching for Adaptive Learning and Execution) as a systemic management architecture designed to strengthen organizational learning in AI-enabled environments. Drawing on systems thinking, organizational learning, cybernetics, complexity science, and systemic coaching, H-SCALE reconceptualizes coaching as an organizational capability rather than an individual developmental intervention.

The framework consists of six recursive and interconnected processes—Hear, Shape, Coach, Act, Learn, and Evolve—that create continuous feedback between individual experience, team interaction, organizational practice, and strategic adaptation. Instead of treating change as a linear implementation process, H-SCALE enables organizations to transform experience into collective learning and sustained adaptive performance through iterative learning cycles.

The paper argues that the widespread adoption of AI increases the strategic importance of human-systemic learning rather than diminishing it. As intelligent technologies assume greater responsibility for data processing and routine decision support, long-term organizational effectiveness increasingly depends on the capacity to interpret complexity, coordinate human action, foster trust, and continuously adapt across organizational levels.

By integrating systemic coaching, organizational learning, and systems thinking into a unified recursive architecture, H-SCALE extends the scope of Applied Systemic Management and offers a practical framework for organizations seeking to balance technological advancement with human-centered adaptation in the AI era.

KEYWORDS: H-SCALE™, Human-Systemic Learning, Applied Systemic Management, Artificial Intelligence, Organizational Learning, Systems Thinking, Systemic Coaching, and Adaptive Management.

SCHEDULING:

Wednesday 07th Oct.	15:45 - 17:15	VIRTUAL ROOM WED-2	GR

EA-21

From Communication Failures to Organizational Redesign: A Systemic Multi-Methodology Case Study

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ABSTRACT

Cross-functional communication problems are often approached as isolated process failures or issues of individual behavior. This study takes a different view and examines them as outcomes of organizational structure, information flows and feedback mechanisms. The research was carried out in the commercial function of a medium-sized Greek industrial and commercial group operating in a technically complex and regulated environment. The starting point was a set of recurring operational problems: delays, unclear ownership, fragmented information, dependence on key individuals and limited end-to-end visibility of customer-related requests.

The diagnosis was based on primary data from a structured 21-question survey completed by 21 participants representing eight key role groups across commercial operations, production, warehouse, customer support and management. Five formal ISO 9001-certified processes were also examined. The study combined Soft Systems Methodology (SSM), Design and Control Systemic Methodology (DCSYM), the Viable System Model (VSM), boundary critique, Causal Loop Diagrams, System Archetypes, Stock-Flow modelling, Meadows' leverage points and Ashby's concept of requisite variety.

The analysis identified six recurring organizational patterns and five feedback representations. Four reinforcing loops reflected responsibility shifting, dependence on key persons, error amplification and the longer-term effects of ad-hoc fixes. A coordination-gap meta-loop captured a broader structural weakness behind these problems. From a VSM perspective, the organization showed insufficient S2 coordination, the absence of an effective S3 independent audit mechanism and a weak S4 intelligence function. Concentration of operational knowledge and decision authority in a limited number of people further increased key-person risk.*

The proposed intervention builds on the existing ISO procedures rather than replacing them. It adds a communication and governance overlay across current workflows, with three main elements: an S2 coordination layer with clearer ownership and protocols, an S3 audit mechanism for independent verification, and an S4 intelligence function for systematic monitoring of customers, competitors, market developments and regulation. Implementation is organized in a three-phase, six-month roadmap, followed by a six-month stabilization period, supported by RACI matrices and measurable KPIs.

KEYWORDS: Systemic Management, Cross-Functional Communication, Viable System Model, DCSYM, System Dynamics, Organizational Design

SCHEDULING:

Wednesday 07th Oct.	15:45 - 17:15	VIRTUAL ROOM WED-2	GR

EA-22

Systemic Management and Thinking for Responsible AI Governance

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ABSTRACT

This presentation examines how applying systemic management and thinking in organizations can support responsible AI governance. Organizations today tend to operate within an increasingly complex technological, social and regulatory environment therefore AI governance is an organizational responsibility that extends across people, processes, technology, ethics and is subject to external regulation. The presentation outlines central systemic concepts relevant to AI governance within the organizations themselves. That includes system boundaries, interdependence, feedback, stakeholder perspectives and adaptation. These concepts help explain how the use of AI interacts with organizational strategy, culture, decision-making processes and human roles.

Subsequently, it discusses some of the major challenges associated with organizational AI adoption such as algorithmic bias, data privacy, limited transparency, excessive reliance on automated recommendations and unclear accountability. It elaborates and examines how specific fragmented management approaches can transfer risks between departments and produce unintended consequences across the organization often exacerbating issues. Specific attention is given to feedback loops through which AI-supported decisions influence human behavior, generate new data and reinforce existing organizational patterns.

Lastly, it explores responsible management throughout the organizational AI lifecycle, from defining the purpose and boundaries of an AI application to its deployment, monitoring, revision and possible withdrawal. It considers practical principles such as cross-functional coordination, stakeholder participation, meaningful human oversight, clear decision authority and continuous evaluation. Emphasis is placed on an organization-wide perspective that connects technological innovation with strategic management, organizational culture and operational processes. By applying systemic management and thinking, organizations can better understand the wider consequences of AI-supported decisions, respond to emerging risks and maintain clear human responsibility. The presentation suggests that responsible AI governance very much depends on an organization's capacity to manage relationships, feedback and change across its whole system.

KEYWORDS: Keywords: Applied Systemic Management, AI Governance, Human Oversight, Organizational Accountability, Stakeholder Participation

SCHEDULING:

Wednesday 07th Oct.	15:45 - 17:15	VIRTUAL ROOM WED-2	GR

EA-23

Beyond Cloud Misconfigurations: A Systemic View of Privacy Risk and Organisational Resilience

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ABSTRACT

As organisations continue to rely on cloud environments for critical services and sensitive information, privacy incidents increasingly reveal weaknesses that extend far beyond individual technical failures. A misconfigured cloud resource may appear to be a straightforward security problem, yet its causes and consequences often span organisational structures, governance processes, human decision-making, third-party dependencies and business continuity arrangements.

This paper examines cloud privacy incidents through a systemic perspective, focusing on how interactions between people, processes and technologies can create conditions in which seemingly minor failures develop into significant organisational events. A typical cloud misconfiguration provides a useful illustration. An incorrectly configured storage resource may expose sensitive information, trigger regulatory and privacy concerns, require emergency technical intervention and potentially disrupt business operations. Although the immediate cause may be technical, the underlying factors frequently include fragmented responsibilities, insufficient oversight, communication gaps between teams and weak mechanisms for identifying emerging risks.

Conventional approaches to risk management often address information security, privacy and business continuity as separate disciplines. While such specialisation provides valuable expertise, it can also obscure the relationships and feedback loops between these areas. A systemic approach instead considers the cloud environment as a socio-technical system in which technical controls, organisational behaviour, governance structures and external dependencies continuously interact.

By mapping these relationships, organisations can better identify hidden vulnerabilities and understand how risks propagate across functional and organisational boundaries. Systemic concepts and archetypes, including patterns such as “Fixes that Fail”, can also help explain why recurring incidents may persist even when their immediate technical causes have repeatedly been corrected.

The paper argues that effective cloud resilience requires organisations to move beyond isolated controls and compliance-driven responses. Integrating security, privacy, continuity and governance through a systemic lens can improve risk visibility, strengthen organisational learning and support more resilient responses to cloud-related incidents. Such an approach enables organisations not only to respond more effectively when failures occur, but also to address the structural conditions that allow similar failures to reappear.

KEYWORDS: cloud privacy, organisational resilience, systemic risk, socio-technical systems, governance, business continuity

SCHEDULING:

Wednesday 07th Oct.	15:45 - 17:15	VIRTUAL ROOM WED-2	GR

EA-24

Systemic Analysis, Modeling, and Process Improvement of "ANAVATHMISI S.A."

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ABSTRACT

Modern consulting firms operating within the public sector navigate complex organizational environments shaped by regulatory changes, digital transformation initiatives, tight project execution timelines, and severe skill shortages in the labor market. This certification project presents a systemic analysis and strategic intervention model for ANAVATHMISI S.A., a leading Greek consultancy specializing in providing management, accounting, technological, and advisory services to public sector entities. The primary goal of the study is to evaluate internal cross-departmental operations, resolve communication bottlenecks between management and key operational divisions, and optimize recruitment and onboarding processes within the accounting department.

The methodology adopts a systemic thinking approach, employing a combination of qualitative and quantitative systemic frameworks. Soft Systems Methodology (SSM)—including Rich Pictures and CATWOE analysis—is used to capture stakeholder perspectives, structure dynamic organizational complexity, and define intervention boundaries. Process architectures and systemic dependencies are further mapped using the Design and Control Systemic Methodology (DCSYM) to evaluate the existing state (As-Is) against an enhanced operational state (To-Be) that incorporates a cross-functional Special Project Team. Finally, Causal Loop Diagrams (CLDs) and Stock-and-Flow diagrams built in VENSIM are utilized to model and simulate candidate recruitment workflows, evaluating time delays and system stability.

The results indicate that systemic dysfunction mainly stems from distorted communication channels between the Operations Management and technical execution divisions during complex, inter-departmental projects. The introduction of a dedicated cross-divisional team significantly resolves structural friction and streamlines operational workflows. Furthermore, System Dynamics simulation demonstrates that optimizing candidate evaluation cycles directly enhances staffing efficiency, deliverables quality, and organizational throughput. The study demonstrates the effectiveness of systemic methodologies in aligning business strategy, workforce management, and digital transformation in complex public consulting environments.

KEYWORDS: Systems Thinking, DCSYM, System Dynamics, VENSIM, Public Sector Consulting, Process Improvement

SCHEDULING:

Wednesday 07th Oct.	15:45 - 17:15	VIRTUAL ROOM WED-3	GR

EA-25

Systemic Analysis and Optimization of the Operations of ANAVATHMISI S.A.

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ABSTRACT

This study, developed as a CSAP Certification Project, examines the operation and organizational structure of ANAVATHMISI A.E., a company providing consulting, accounting, IT and training services to public sector organizations. The main objective of the study is to identify organizational challenges and propose improvements that can enhance operational efficiency, internal communication, project management and the overall competitiveness of the company.

The study adopts a systemic approach and combines several complementary methodologies. The Soft Systems Methodology (SSM) is used to identify and understand complex organizational problems, taking into account the different perspectives of the stakeholders. The Design and Control Systemic Methodology (DCSYM) is then applied to represent the existing organizational structure, communication channels and control relationships and to design an improved organizational system. In addition, Causal Loop Diagrams are used to examine cause-and-effect relationships between key variables, while System Dynamics and the Vensim software are employed to model and simulate the behavior of the system under different conditions.

The analysis focuses particularly on the relationships between human resources, advertising, competition, the development of new services and the time required to deliver services. The study identifies increased customer requirements, insufficient knowledge and human resources, delays in deliverables, increased errors and reduced managerial control as important organizational challenges. The proposed improvements include the creation of two Project Manager positions, the development of a centralized organizational knowledge base, improved internal communication, and the integration of Artificial Intelligence and digital technologies into the company's operations.

The simulation results indicate that the availability of personnel, advertising intensity and service delivery time significantly influence the company's ability to provide services and respond to market demand. At the same time, competition directly affects service demand and requires timely strategic responses.

Overall, the study demonstrates that systemic thinking provides an effective framework for understanding complex organizational problems and supporting strategic decision-making. Investment in human resources, knowledge management, innovation, Artificial Intelligence and flexible organizational processes can improve service quality, operational efficiency and the company's ability to adapt to changing market conditions.

KEYWORDS: Systemic Analysis, Systems Thinking, Soft Systems Methodology (SSM), DCSYM, System Dynamics, Organizational Optimization, Project Management

SCHEDULING:

Wednesday 07th Oct.	15:45 - 17:15	VIRTUAL ROOM WED-3	GR

EA-26

Sector Study on Investment Program Consultancy Firms

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ABSTRACT

This study, developed as a CSAP Certification Project, presents an industry study of consulting firms that provide services for the preparation, submission, implementation and monitoring of investment projects supported by European and national funding programmes in Greece. The sector operates in a complex and dynamic environment, shaped by changing funding calls, demanding eligibility and documentation requirements, strict deadlines, intense competition and the need for continuous communication with clients, funding authorities, accountants, engineers and other professional partners. These conditions create significant challenges for the operational effectiveness, service quality and long-term competitiveness of consulting firms.

The main objective of the study is to examine the organisational and external environment of the sector, identify its principal operational difficulties and formulate proposals for improving its functioning. Particular emphasis is placed on the discontinuity between organisational departments and the weak feedback received from clients and external partners. These problems may lead to information loss, duplication of work, unclear responsibilities, delays, inconsistent communication and limited opportunities for corrective action and continuous improvement.

The study follows a qualitative and systemic approach. It combines an analysis of the sectoral, legal, market and competitive environment with SWOT and PESTEL analyses, a review of consumer behaviour and the formulation of strategic recommendations. In addition, Soft Systems Methodology (SSM) is applied to interpret the sector as a complex socio-organisational system involving multiple stakeholders, perspectives and constraints. The CATWOE framework and a rich picture are used to structure the problematic situation, while Design and Control Systemic Methodology (DCSYM) and causal loop diagrams are employed to model communication, control and feedback relationships in the existing and proposed organisational conditions.

The analysis indicates that the sector's performance can be significantly improved through the development of integrated organisational and technological interventions that enhance information flows, coordination mechanisms and feedback processes. Such measures are expected to strengthen operational transparency, accountability, responsiveness and service consistency, thereby contributing to more effective management of investment files and improved relationships with clients and external partners.
The study concludes that the future competitiveness of consulting firms will depend on their ability to combine specialised human expertise with digital capabilities, customer-oriented processes, continuous learning and adaptability to regulatory, technological, environmental and financial developments.

KEYWORDS: investment programmes, consulting services, systemic methodology, Soft Systems Methodology, DCSYM, digital transformation, customer feedback, organisational coordination.

SCHEDULING:

Wednesday 07th Oct.	15:45 - 17:15	VIRTUAL ROOM WED-3	GR

EA-27

Systemic Analysis of the SAP Consultant Staffing Process: A Combined Application of DCSYM, VSM and System Dynamics

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ABSTRACT

Large enterprise software implementations depend on the timely availability of specialised consultants. In the SAP market, the process by which a project need is translated into an assigned consultant involves several independent parties: the consultant, recruitment agencies, internal staffing departments, system integrators and the end client. No single organisation controls the process end to end, each participant holds different information and pursues different interests, and the resulting delays and mismatches are widely experienced yet rarely examined systematically.

This study, developed as a CSAP Certification Project, treats that staffing process as a system and applies a combination of systemic methodologies to diagnose its weaknesses and design an improved arrangement.

The Design and Control Systemic Methodology (DCSYM) is used to map the roles, relationships and communication channels of the process as it currently operates, producing a model of the Existing State and a corresponding model of the Proposed Improvement. The Viable System Model (VSM), a framework from organisational cybernetics supported here by the VSMod software tool, is used to assess whether the system possesses the coordination and control functions required for viability. The ViPlan methodology, together with TASCOI analysis, translates the diagnostic findings into an operational transition plan by identifying the transformation performed, the actors involved and the constraints under which they operate. Finally, a System Dynamics model built in Vensim examines how selected variables interact over time, including information quality, average matching time, open project needs and the number of candidates under evaluation.

The diagnosis identifies three recurring weaknesses: information gaps between participants, duplicated communication arising from the absence of a single authoritative record, and the lack of standardised control points at which progress can be verified. These weaknesses are structural rather than attributable to individual performance. The Proposed Improvement introduces standardised project briefs, defined checkpoints and explicit feedback loops between the participating entities.

Two scenarios are compared through simulation. Under the hypothetical parameters of the model, a more structured communication and control architecture is expected to reduce staffing lead time and improve the quality of information exchanged. The numerical values presented constitute an illustrative example rather than a validated simulation outcome; they are intended for exploratory comparison between scenarios and not as a prediction of market behaviour.

The study concludes that the coordination difficulties observed in this market are amenable to systemic intervention, and that the combined use of qualitative mapping and quantitative simulation offers a practical basis for designing such interventions.

KEYWORDS: systemic analysis, organisational cybernetics, DCSYM, Viable System Model, ViPlan, System Dynamics, SAP consulting

SCHEDULING:

Wednesday 07th Oct.	15:45 - 17:15	VIRTUAL ROOM WED-3	GR

EA-28

Governing "Agentic AI" in Public Audit: A Systems-Thinking Framework for the Hellenic Court of Audit

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ABSTRACT

Recent advances in generative AI, particularly large language models, have accelerated the development of contemporary Agentic AI systems. Agentic AI refers to goal-directed AI systems capable of planning, reasoning, using tools, and executing multistep actions with varying degrees of autonomy. For Supreme Audit Institutions (SAIs), Agentic AI could improve audit effectiveness and efficiency by supporting evidence retrieval and analysis, document review, cross-referencing, and risk and anomaly detection, while reducing repetitive workload and expanding audit capacity. This could enable public auditors to devote greater attention to risk assessment, evaluation of audit evidence, and professional judgment. Yet increased AI autonomy also introduces risks involving accountability, information security, data quality, traceability, bias, third-party dependency, professional responsibility, and institutional trust. Its adoption in public audit should therefore be approached as a systemic institutional transformation requiring robust governance, organizational adaptation, and human oversight rather than merely a technological upgrade.

Responsible integration of Agentic AI into public audit requires a comprehensive governance framework. Using the Hellenic Court of Audit (HCA) as the institutional context, the proposed framework integrates international standards for AI management, risk management, and information security, including ISO/IEC 42001, ISO/IEC 23894, and ISO/IEC 27001, with applicable European and national legal requirements, including the EU AI Act where applicable and the GDPR where personal data are processed, together with public audit requirements. These elements support an integrated governance and management-system approach addressing risk, security, accountability, impact assessment, and continuous

improvement across the AI life cycle. Such a framework can strengthen human oversight, secure and traceable audit evidence, risk-based controls, continuous monitoring, and assurance mechanisms, supporting trustworthy use of Agentic AI in public audit.

To examine how such governance can be designed and evaluated within a SAI, this work adopts a systems-thinking approach, examining interactions among people, technology, governance arrangements, professional competence, audit quality, resilience, and institutional trust. The methodology combines the Viable System Model (VSM), to diagnose and design organizational arrangements supporting institutional viability through the recursive interplay of operations, coordination, optimization, intelligence, and policy, with system dynamics modelling. Within system dynamics, causal loop diagrams (CLDs) map reinforcing and balancing feedback structures shaping AI adoption and audit performance, while stock-and-flow models are simulated to explore how alternative adoption strategies may influence institutional performance and decision-making over time.

By integrating international AI standards with the VSM and system dynamics, the proposed framework provides the HCA, and potentially other SAIs, with a structured means to clarify accountability, identify systemic risks and unintended consequences, evaluate alternative implementation pathways, and strengthen organizational learning and resilience. It thereby frames Agentic AI governance as a challenge of institutional viability rather than technology deployment alone. The framework rests on the principle that Agentic AI should augment, not replace, the public auditor, while evaluation of audit evidence, professional judgment, final audit conclusions, and judicial decisions remain under human authority.

KEYWORDS: Agentic AI, AI Governance, Supreme Audit Institutions, Systems Thinking, Viable System Model, System Dynamics.

SCHEDULING:

Wednesday 07th Oct.	17:30 - 19:30	VIRTUAL ROOM WED-1	GR

EA-29

Closing the Strategic Control Loop: Results Orientation and Readiness to Leverage Artificial Intelligence (AI) in Government Planning in Greece, 2021-2025

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ABSTRACT

Before artificial intelligence (AI) can support strategic decision-making, a public administration must maintain a traceable chain linking evidence to objectives, baselines, targets, implementation, and results. When this chain is incomplete, AI may accelerate reporting without improving strategic steering.

This study evaluates Greece's Unified Government Policy Plan (ESKyP), the annual whole-of-government planning framework, established under the "Executive State" reform across five consecutive cycles from 2021 to 2025. No published research was identified that systematically codes the full set of ESKyP ministerial chapters over time.

An eight-criterion tool was applied based on a predefined coding guide. The criteria evaluate strategic analysis (K1), the distinction between internal and external environments (K2), the evidential documentation of the diagnosis (K3), the link between the diagnosis and strategic choices (K4), SMART objectives and indicators (K5), baseline values (K6), target values (K7), and public performance reporting (K8). The unit of analysis is the ministry-year observation (n=96). Two additional documents were coded separately as reference cases and excluded from the descriptive statistics. Causal analysis applied Ishikawa and Five Whys protocols with LLM support, and every step was verified against the coded evidence.

The results indicate stagnation rather than organizational learning. Average compliance ranges between 44.1% and 46.7%, with no upward trend. Data-based substantiation of the diagnosis is absent in 92 out of 96 observations (95.8%), while 79 (82.3%) fail to state a numerical baseline value. No structured SWOT/PESTEL or systematic TOWS analysis was identified. Only nine observations (9.4%) specify target values for the full set of published indicators, whereas performance reporting remains partial or narrative in 94 cases (97.9%).

Strategic analysis and the diagnosis-to-options link are rated identically across all

96 observations (none achieves 16 points). This shortcoming remains consistent across entities and over time, supporting the hypothesis that the primary causes lie in the design of the tool and the absence of a review mechanism, rather than isolated failures. The highest-level published indicators are distributed across the output (38.5%), outcome (31.3%), and impact (30.2%) levels. An analysis of level asymmetry across three cycles identifies eight cases (13.8%) where the reported results are measured at a higher level than the one originally set as the target.

In Viable System Model (VSM) terms, the tool lacks an audit channel (System 3*) and functions as a single-loop feedback mechanism (variety collapses at the monitoring stage and no mechanism verifies ex ante targets against ex post claims). The Ishikawa analysis groups recurring deficiencies into management, method, measurement, analytical capability, information systems, and institutional environment. The unchanging pattern highlights method and measurement as the dominant factors. Consequently, the study proposes an institutional redesign prior to investing in capabilities: mandatory baseline and target value fields validated upon submission, an independent verification function to cross-check reported results against published targets, and a traceability matrix linking each target to its diagnostic evidence, indicator, and reported result, with methodological training as a supporting (not primary) measure. Only then does AI readiness acquire substantial meaning.

KEYWORDS: systemic management, strategic control loop, results-based management, artificial intelligence readiness, public administration, Greece

SCHEDULING:

Wednesday 07th Oct.	17:30 - 19:30	VIRTUAL ROOM WED-1	GR

EA-30

Systemic Restructuring of Business Continuity in a Pharmaceutical Company: Implementation of DCSYM, Dynamic Modeling and VSM

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ABSTRACT

This study addresses a common but costly organizational problem: the fragmented, uncoordinated management of business continuity planning. The case examined is a mid-sized pharmaceutical company (referred to as "Company X"), where four separate departments—administration, biotechnology, production, and supply chain—each independently developed their own Business Continuity Plan (BCP) to prepare for major disruptions such as cyberattacks, natural disasters, or pandemics. When these plans were tested, they revealed overlapping responsibilities, critical operational gaps, and no mechanism for central coordination, leaving senior management overwhelmed and unable to respond effectively during a crisis.

To diagnose and resolve this problem, the study applies a combination of systems-thinking methodologies rather than a single technical fix. Soft Systems Methodology (SSM) is used to capture the different perspectives and concerns of stakeholders and to frame the problem as an organizational learning challenge rather than a purely technical one. The Design and Control Systemic Methodology (DCSYM) is then used to map, in detail, the company's structure and communication flows—both before and after the proposed change—revealing where conflict-prone or overloaded communication channels exist. Causal loop diagrams identify a self-reinforcing "vicious cycle," in which delayed decision-making increases confusion, which in turn causes further delay. A dynamic simulation model, built in the VENSIM software, then quantifies the financial impact of this cycle: under the current fragmented approach, a 72-hour delay in activating a continuity plan is estimated to cost approximately €720,000 per crisis. Finally, the Viable System Model (VSM) is used to assess whether the proposed new structure is organizationally sustainable in the long term.

The proposed solution is the creation of a single, centralized Business Continuity Management (BCM) department reporting directly to senior leadership, responsible for coordinating, standardizing, and testing all continuity plans across the organization. The simulation shows that this change would cut activation time to under four hours and reduce the associated cost to about €40,000 per incident—a 94% reduction—while the VSM analysis confirms that the new structure meets the conditions for long-term organizational viability.

Beyond its specific application to the pharmaceutical sector, the study offers a transferable, evidence-based framework: it shows how combining qualitative structural analysis, causal modeling, quantitative simulation, and viability assessment can turn a vague organizational problem ("things feel chaotic during a crisis") into a measurable business case for a concrete structural investment, applicable to any organization managing decentralized crisis response.

KEYWORDS: Business Continuity Management, Systems Thinking, DCSYM, System Dynamics (VENSIM), Viable System Model (VSM), Organizational Resilience

SCHEDULING:

Wednesday 07th Oct.	17:30 - 19:30	VIRTUAL ROOM WED-2	GR

EA-31

Systemic Redesign and Organizational Study of Felix Trade Single-Member P.C.: An Integrated Approach Using SSM and DCSYM Methodologies

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ABSTRACT

This study, developed as a CSAP Certification Project, addresses the systemic redesign and digital transformation of Felix Trade P.C., a commercial enterprise operating in high-technology products. Despite its dynamic outward orientation (with 90% of its turnover derived from international B2B wholesale in the European Union), the company exhibits symptoms of organizational vulnerability. These stem from a single-person dependency in critical operational functions (Sales, Procurement, Logistics), as well as the functional overload of top management with short-term operational crisis management (firefighting).

To address this complexity, a methodological pluralism approach is adopted. Initially, Soft Systems Methodology (SSM) is applied for the human-centered and cultural mapping of the problem situation, leading to the definition of a systemically desirable action plan through CATWOE analysis.

Subsequently, fundamental principles of the Viable System Model (VSM) are utilized through the Design and Control Systemic Methodology (DCSYM) and the corresponding DCSYM CASE TOOL. The analysis focuses on interpreting the organizational structure and the processes of communication and control, distinguishing the Existing State from the Proposed Improvement. Within this framework, ERP and CRM information systems are designed as technological tools aimed at supporting the horizontal coordination function of System 2, contributing to the de-escalation of operational control (System 3) and freeing up resources for long-term strategic planning (System 4).

Concurrently, the science of System Dynamics is employed using Vensim software. Through Causal Loop Diagrams (CLDs) and quantitative stock and flow modeling, time delays in the diffusion of innovations (smartphones) and inventory management are analyzed. The simulation findings illustrate the emerging dynamic behaviors of the system under the model's specific assumptions, offering a scenario-testing environment for decision-making.

The study is complemented by a comprehensive project management blueprint (Project Charter, GANTT, WBS) based on the international standards of the Project

Management Institute (PMI). Primary corporate data are substantiated based on the author's managerial capacity (50% co-owner and chief executive of the company), strictly separating existing empirical data from the expected outcomes of the interventions.

Overall, the proposed systemic intervention aims to mitigate single-person dependency, enhance cross-departmental autonomy, and optimize information flows. The study indicates that the application of systems thinking provides the necessary methodological foundation for the modernization, adaptability, and viability of modern small and medium-sized enterprises in the international digital ecosystem.

KEYWORDS: Systemic Redesign, Soft Systems Methodology, DCSYM & VSM, System Dynamics, Digital Transformation, Organizational Viability

SCHEDULING:

Wednesday 07th Oct.	17:30 - 19:30	VIRTUAL ROOM WED-2	GR

EA-32

Digital Transformation of the Greek ICT Distribution Sector in the AI Era: A Systemic Approach Using SSM, DCSYM and Causal Loop Diagrams

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ABSTRACT

This study examines the digital transformation of the Greek technology-products distribution sector (ICT distribution) in the emerging Artificial Intelligence era, adopting a sectoral rather than a single-organisation perspective. The sector operates as an intermediary between international vendors and the domestic market and faces mounting pressure from digitalisation, changing customer expectations, margin compression and the risk of disintermediation. The aim of the study is to analyse the sector as a complex system and to propose a coherent, evidence-based pathway for digital transformation.

Methodologically, the study combines three systemic approaches. Soft Systems Methodology (SSM) is used to structure the problem situation through a Rich Picture, CATWOE analysis and a Root Definition, with the first three stages of the methodology consciously applied. The DCSYM framework represents the sector's structure and relationships through a hierarchy tree and models of the current and transformed state, supported by interpretive metrics. Two Causal Loop Diagrams capture the sector's core dynamic problems — the Bullwhip Effect in the supply chain and Channel Conflict / Disintermediation — highlighting reinforcing and balancing feedback and potential time delays. The analysis draws mainly on secondary sector data, cross-checked across sources, and is complemented by professional experience of the sector.

The findings are linked to a SWOT analysis and translated into concrete digital-transformation proposals, including data-driven demand planning, platform-based channel integration and AI-enabled decision support. These are organised into an indicative 18-month roadmap with associated KPIs, presented as an adaptable framework for a representative distributor rather than a uniform plan for the whole sector, to be tailored after a digital-maturity assessment of each company.

The study contributes a replicable, systemic methodology for analysing and transforming a national ICT distribution ecosystem, demonstrating how soft and dynamic systems tools can jointly support strategic digital-transformation decisions in the AI era.

KEYWORDS: Digital Transformation, ICT Distribution, Soft Systems Methodology (SSM), DCSYM, Causal Loop Diagrams, Systems Thinking

SCHEDULING:

Wednesday 07th Oct.	17:30 - 19:30	VIRTUAL ROOM WED-2	GR

EA-33

A Systems Approach to Organizational and Operational Challenges in the Beauty Department: From Diagnosis to Systemic Intervention

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ABSTRACT

This study focuses on the organizational and operational challenges of the Beauty Department of I*****S, a Greek company operating in the health, beauty, dietary supplements and dermocosmetics market. The starting point of the study was a number of issues observed in the department's everyday operation, particularly difficulties in coordination between different functions, communication gaps, inventory management challenges and the need to improve overall sales effectiveness.

Rather than examining these issues separately, the study approaches them as interconnected parts of a wider organizational system. For this purpose, a combination of systems methodologies was used. Soft Systems Methodology (SSM), supported by Rich Pictures and CATWOE, was initially applied to better understand the existing situation and the different relationships within the system. DCSYM and Causal Loop Diagrams were then used to represent the main interactions and identify the underlying causes of the observed problems.

One of the main findings was that several operational difficulties were connected to the absence of a single managerial coordination mechanism within the Beauty Department. Responsibilities and information were distributed across different departments and employees, creating communication delays, unclear responsibilities, inconsistent instructions and difficulties in monitoring both training and sales performance.

Based on these findings, the study proposes the introduction of a Sales Manager Beauty as a central point of coordination between sales, marketing, human resources and training. The purpose of this role is not simply to add another managerial level, but to create clearer communication flows, improve the coordination of sales activities and training, and support more consistent decision-making within the department.

The qualitative systems analysis was complemented by a System Dynamics model developed in Vensim, focusing on inventory management. Different scenarios were examined to understand how inventory policy and supplier lead time affect product availability and supply chain stability. The simulation indicated that longer lead

times can lead to product shortages and stronger fluctuations in orders, while excessively low inventory levels may increase the risk of lost sales and customer dissatisfaction.

Overall, the study shows how systems thinking can help move beyond individual symptoms and reveal the relationships that create organizational problems. In this case, combining qualitative systems methodologies with quantitative simulation provided a more complete understanding of the Beauty Department and supported the development of practical improvement proposals.

KEYWORDS: Systems Thinking, Soft Systems Methodology (SSM), DCSYM, System Dynamics, Organizational Coordination, Beauty Department

SCHEDULING:

Wednesday 07th Oct.	17:30 - 19:30	VIRTUAL ROOM WED-2	GR

EA-34

Systemic Investigation and Organisational Redesign of a Metal Recycling Enterprise through the DCSYM Methodology: The Case of BKS Metal Recycling

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ABSTRACT

This study, developed as a CSAP Certification Project, applies a multi-methodological systemic approach to the organisational redesign of BKS Metal Recycling, a company active in the collection, sorting and processing of scrap metals. The central problem is the over-centralisation of management and daily control in the owner, which led to uncontrolled operation and a ceiling on the company's growth. The organisation is examined holistically as a system, in order to capture the current state, diagnose the organisational problems and design a functional structure based on the delegation of responsibilities.

The methodological framework combines the Soft Systems Methodology (Rich Picture, CATWOE) as a road-map for the intervention; the Design and Control Systemic Methodology (DCSYM), which models the Current State and the Proposed Improvement and provides comparative structural metrics; a causal loop diagram that reveals the reinforcing and balancing feedback limiting growth; an indicative System Dynamics simulation of the two scenarios; the Viable System Model as a diagnostic lens on organisational viability; and a BPMN model of the core receipt–sorting–sale process. The transition is organised as a project, with a charter, schedule and deliverables.

The study indicates that the over-concentration of control acts as a structural barrier to growth, and that a clear distribution of responsibilities combined with structured communication is a precondition for organisational viability. The illustrative representation offered by DCSYM enabled the staff to understand both the problems and their new roles, facilitating the adoption of the structural changes.

KEYWORDS: Keywords: systems approach, DCSYM, SSM, Viable System Model, System Dynamics, organisational redesign, metal recycling.

SCHEDULING:

Wednesday 07th Oct.	17:30 - 19:30	VIRTUAL ROOM WED-2	GR

EA-35

The Strategic Use of Artificial Intelligence in the Hotel Industry: Strategic Implications, Challenges and Future Directions

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ABSTRACT

Artificial intelligence (AI) is increasingly transforming the hotel industry through applications ranging from chatbots, personalization and smart-room technologies to revenue management, predictive analytics and operational automation. However, the strategic implications of AI adoption extend beyond the implementation of individual technologies. Hotels increasingly need to consider how AI can be integrated into broader organizational strategies, capabilities and decision-making processes in order to generate sustainable business value. This paper examines the strategic use of AI in the hotel industry by synthesizing the relevant literature on AI applications, organizational benefits, adoption challenges and emerging developments. Particular attention is given to six interrelated dimensions: AI applications; strategic benefits and value creation; organizational challenges and barriers; human-resource implications; ethical and data-related issues; and future trends. The analysis also draws on strategic management and technology-adoption perspectives, including the Resource-Based View, VRIO, Dynamic Capabilities, the Technology-Organization-Environment framework, and the Technology Acceptance Model, in order to interpret how hotels can develop and exploit AI-enabled capabilities. The paper highlights that the strategic value of AI is not determined solely by technological sophistication. Its contribution depends on the alignment of AI initiatives with organizational resources, managerial capabilities, workforce skills, customer expectations and broader business objectives. AI can support operational efficiency, personalization, revenue optimization, service innovation and strategic decision-making, but these benefits are accompanied by challenges related to investment requirements, organizational readiness, employee resistance, skills gaps, privacy, data governance and responsible AI use. The study contributes to hospitality literature by shifting the discussion from isolated AI applications toward the development of AI-enabled

organizational capabilities and their role in digital transformation and competitive advantage. From a managerial perspective, it emphasizes the need for hotels to approach AI adoption as a strategic rather than purely technological decision. Finally, the paper identifies emerging areas for further investigation, including human-AI collaboration, workforce reskilling, responsible and ethical AI, organizational transformation, sustainability and the long-term contribution of AI to competitive advantage in hospitality.

KEYWORDS: Artificial intelligence, hotel industry, strategic management, digital transformation, competitive advantage, AI-enabled capabilities

SCHEDULING:

Wednesday 07th Oct.	17:30 - 19:30	VIRTUAL ROOM WED-3	GR

EA-36

A Responsible Tourism Analytics Framework for Religious Destinations

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ABSTRACT

Tourism destinations increasingly generate visitor, operational, spatial, and digital data, yet the availability of data does not necessarily result in better management decisions. This challenge is particularly important in religious destinations, where managers must simultaneously address visitor heterogeneity, sacred and cultural experience, accessibility, visitor flows, community impacts, local value creation, and ethical concerns related to privacy and surveillance. This paper develops a responsible tourism analytics framework designed to connect fragmented evidence with concrete managerial decisions in religious destinations. Developed within the framework of the SacredTravels4Growth project, the study examines how tourism analytics can support more responsible and effective destination management while respecting the distinctive values and sensitivities of sacred places. Drawing on an integrative synthesis of published applications relevant to religious and pilgrimage tourism, including visitor segmentation, online review analysis, spatial and temporal flow analysis, destination monitoring, forecasting, and indicator-based management, the paper proposes the Religious Destination Analytics Canvas. The Canvas follows a six-step decision process: define the management question, identify the data genuinely required, select the appropriate analytical approach, interpret the resulting insight, specify the managerial action, and evaluate its outcomes. Across all six stages, the framework incorporates cross-cutting considerations related to sacredness, accessibility, privacy, community impact, and sustainability. The paper also proposes a balanced KPI structure covering six managerial domains: demand and visitor flows; experience and sacred meaning; accessibility and inclusion; local and regional value; sustainability and community; and digital engagement and destination intelligence. The central argument is that the value of analytics lies not in technical sophistication or the volume of available data, but in its capacity to support a relevant management decision. A simple count may therefore be more valuable than an advanced predictive model when it is better aligned with the management problem, organisational capacity, and ethical context. The framework contributes to religious tourism research by shifting attention from data collection toward decision capability. It also offers practitioners a reusable structure for connecting evidence, interpretation, action, and evaluation while protecting the meaning and legitimacy of sacred places. The proposed framework is conceptual and is intended for future empirical testing and refinement across religious destinations and pilgrimage routes.

KEYWORDS: Religious tourism, tourism analytics, evidence-based decision-making, destination management, pilgrimage tourism, responsible analytics

SCHEDULING:

Wednesday 07th Oct.	17:30 - 19:30	VIRTUAL ROOM WED-3	GR

EA-37

A Conceptual Framework for Digital Transformation, Governance and Value Creation in Religious Destinations

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ABSTRACT

Digital technologies are increasingly embedded in tourism destinations, yet their adoption does not automatically constitute digital transformation. This distinction is particularly important in religious destinations, where technological innovation must coexist with sacred meaning, custodianship, community legitimacy, visitor diversity, privacy, and the experiential qualities of place. This paper develops a conceptual framework for understanding digital transformation in religious destinations by integrating insights from the smart tourism, destination governance, religious heritage, and digital visitor experience literature. Developed within the framework of the SacredTravels4Growth project, the study seeks to support a more integrated understanding of digital transformation in religious destinations, with particular emphasis on governance, stakeholder coordination, responsible innovation, and value creation. The paper argues that smartness should be understood as an ecosystem capability rather than as the accumulation of digital tools. Building on this premise, it proposes a Smart Religious Destination Architecture organised around five interconnected capability domains: Discover, Interpret, Move, Manage, and Learn, all centred on a shared sacred purpose. The framework further highlights cross-cutting requirements related to stakeholder coordination, ownership, trust, accessibility, responsible data use, and continuous learning. It distinguishes between digitisation, digitalisation, and digital transformation and proposes a staged maturity pathway ranging from reliable digital foundations and coordination to integration, destination intelligence, and adaptive learning. The paper contributes to the literature by adapting generic smart destination thinking to the specific characteristics of religious and sacred places, where digital interventions must enhance rather than displace meaning, embodied experience, community values, and spiritual legitimacy. It also provides a practical structure that can support religious and heritage authorities, destination

managers, local governments, DMOs, universities, and technology providers in assessing digital readiness and prioritising responsible interventions. Rather than treating technology as an end in itself, the framework positions digital transformation as a governance and capability-building process through which religious destinations can improve access, interpretation, management, and stakeholder value while safeguarding the integrity of sacred environments. The proposed framework is conceptual and is intended as a basis for subsequent empirical testing and refinement across different religious destination contexts.

KEYWORDS: Religious tourism, digital transformation, smart tourism destinations, destination governance, sacred heritage, digital innovation

SCHEDULING:

Wednesday 07th Oct.	17:30 - 19:30	VIRTUAL ROOM WED-3	GR

EA-38

A Systemic Study of Rate Disparity in the Hotel Industry

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ABSTRACT

The hotel industry is increasingly affected by rate disparity, the systematic appearance of different prices for the same hotel product across different distribution channels, often beyond the hotel's direct control. This phenomenon is closely linked to price leakage, the unauthorized resale of B2B rates on B2C platforms and is amplified by the complexity of the modern distribution ecosystem, which includes Online Travel Agencies (OTAs), wholesalers/bedbanks, metasearch engines, B2B resellers and direct channels, all interconnected through APIs and automated price-crawling mechanisms.

This study approached rate disparity as a systemic phenomenon emerging from the interaction of commercial practices, technological discontinuities and power relations within the distribution ecosystem. Based on Systems Theory, Cybernetics, Soft System Methodology (SSM), the Design and Control Systemic Methodology (DCSYM) and Casual Loop Diagrams (CLDs) the study maps the structure of the ecosystem (hotel, OTAs, wholesalers/bedbanks, metasearch, consumers), its communication and control flows and the reinforcing feedback loops that escalate disparity through leakage, visibility, channel-switching and price wars. The DCSYM analysis, grounded in direct professional observation, reveals a structual imbalance of over-communication and under-control, while the CLDs show the dominance of reinforcing loops over a single, delayed balancing loop, driven by API latency, caching and mapping errors across PMS, CRS and Channel Manager systems. A stock-flow model further indicates that, in the current state, inflows (leakage/visibility) systematically outweigh outflows (corrections/compliance).

In response, the study proposes a coordinated four-pillar transformation which are focused on a Price Control Hub, unifying Revenue and Sales through a "pricing as code" logic, an API sychronization Engine with event-driven, idempotent architecture, a Distribution Monitoring System enabling real-time intelligence and a Partner Compliance Framework enforcing certification and traceability for B2B partners. Simulation results indicate that this combined intervention strengthens balancing loops, reduces correction response time and improves compliance stability, leading to a gradual de-escalation of rate disparity. At a strategic level, the study proposes a shift toward a direct-led omnichannel value model, arguing that the rate disparity is a property of the overall distribution architecture and that coordinated systemic redesign, unified pricing governance, reliable sychronization, external monitoring and institutional compliance, can restore price control to the value producer and strengthen transparency, trust and competitiveness across the hotel sector. The study acknowledges that the effectiveness of these interventions depends on data quality, the technological maturity of existing systems and partners' willingness to comply, constraints that also point to directions for future research.

KEYWORDS: rate diparity, hotel distribution, systems thinking, DCSYM, CLDs, revenue management

SCHEDULING:

Wednesday 07th Oct.	17:30 - 19:30	VIRTUAL ROOM WED-3	GR

EA-39

Systemic Analysis of the Short-Term Rental Sector through Digital Platforms: The Case of Airbnb

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ABSTRACT

This study, developed as a CSAP Certification Project, examines the short-term rental sector of tourism, focusing on the operation of digital platforms such as Airbnb, through the lens of systems thinking. The study aims to understand the structure, interactions, and dynamic evolution of the short-term rental ecosystem, as well as to explore interventions that can contribute to the sustainable development of the industry.

The study opens with an analysis of the organizational environment: the size and trends of the global market, the competitive landscape, the legal and institutional framework at both European and Greek level, and a SWOT analysis together with an examination of consumer behavior, leading to a set of strategic recommendations for industry stakeholders.

Three complementary systemic methodologies are then applied. Soft Systems Methodology (SSM), through the Rich Picture and the CATWOE analysis, is used to capture the different perspectives and interests of the stakeholders involved. The Design and Control Systemic Methodology (DCSYM) is used to model both the current state and a proposed transformed state of the system. Finally, causal loop diagrams depict the reinforcing and balancing feedback loops that explain the market's dynamic growth and its effects on the local housing market and the sustainability of tourist destinations.

The study concludes with proposals for transforming the industry — digital innovation, strengthened governance, new business models, and collaborative networks — and highlights the value of combining multiple systemic tools to understand and manage complex business ecosystems.

KEYWORDS: Short-term rental, systems thinking, Soft Systems Methodology, digital hospitality platforms, tourism ecosystem

SCHEDULING:

Wednesday 07th Oct.	17:30 - 19:30	VIRTUAL ROOM WED-3	GR

EA-40

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)

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ABSTRACT

The study examines rural community pharmacies in Greece through the perspectives of Systems Science and Organizational Cybernetics, using the Kineta Pharmacy as a case study. Its central argument is that a modern rural pharmacy should not be viewed merely as a medicine-dispensing business, but as a complex healthcare organization in which patients, pharmacists, physicians, suppliers, insurance organizations, information systems, and regulatory authorities continuously interact.

The study highlights the important contribution of rural pharmacies to Primary Healthcare, particularly in areas where access to other healthcare services may be limited. Rural pharmacies also contribute to social cohesion and provide continuous support to local communities. At the same time, they operate in an increasingly complex environment characterized by medicine shortages, financial pressures, digital transformation, demographic change, and significant seasonal fluctuations in demand.

Kineta Pharmacy provides a particularly relevant case because it operates in an area characterized by strong seasonal population fluctuations. During the summer, increased population and demand directly affect inventory requirements, workload, customer service, and operational planning.

The study examines the pharmacy's major operational processes, including customer service, prescription processing, inventory and ordering, cooperation with pharmaceutical wholesalers, physicians and EOPYY, as well as the use of digital information systems.

The Design and Control Systemic Methodology (DCSYM) is applied to diagnose the current organizational situation, model core processes, and develop an improved organizational design.

The Viable System Model (VSM) is then used to assess the pharmacy's organizational viability and its capacity to adapt to changes in its environment.

The analysis is complemented by SWOT and PESTEL analyses, VSMod, ViPlan and System Dynamics, creating a multi-methodological framework that examines both organizational structure and dynamic behaviour.

The systemic analysis identifies opportunities for improvement particularly in inventory management, shortage forecasting, information flows, performance monitoring and strategic planning.

Proposed interventions include KPI dashboards, predictive inventory management and real-time sales reporting. A major emphasis is placed on digital transformation. The improved organizational model incorporates tools and processes such as CRM, Smart Inventory, Auto Ordering and automated notifications, aiming to create a more proactive and data-driven pharmacy.

System Dynamics modelling further demonstrates that relatively small improvements in inventory management and customer communication may produce significant positive effects on overall performance and customer satisfaction.

The study concludes that a rural pharmacy should be understood as an open, dynamic, adaptive and viable system rather than as a collection of isolated operational activities. The application of systemic methodologies can significantly improve operational efficiency, inventory management, decision-making and the quality of pharmaceutical services, while strengthening the long-term sustainability of rural community pharmacies. A particularly important contribution of the study is that the framework developed for the Kineta Pharmacy is intended not only to improve one individual pharmacy, but also to provide a potentially transferable systemic approach for other rural community pharmacies with similar characteristics.

KEYWORDS: Design and Control Systemic Methodology (DCSYM), SWOT, PESTEL, VSMod, ViPlan and System
Dynamics

SCHEDULING:

Wednesday 07th Oct.	17:30 - 19:30	VIRTUAL ROOM WED-3	GR

EA-41

A Novel Global Learning Framework for Forecasting Economic Growth in the Eurozone

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ABSTRACT

This paper evaluates the forecasting performance of the Global Unrefined (GlobalUN) model for real GDP growth in the euro area. Using a global pooled neural-network framework, we employ a quarterly panel for 20 euro-area countries plus the EA-20 aggregate over 2001Q1–2025Q3, with predictors that capture real activity, expectations, external conditions, and financing costs (industrial production, sentiment, confidence, capacity utilization, external demand, openness, unemployment, and the 10-year yield). Forecasts are generated under a rolling-origin design at 1-, 2-, and 4-quarter horizons and compared with ARIMA, a naïve benchmark, XGBoost, and a simple NN baseline. Our results are clear: GlobalUN delivers the most accurate and stable forecasts overall, dominating at short and medium horizons across most countries and remaining best on average at four quarters, even though ARIMA is competitive in a subset of cases. These findings are relevant for policy institutions and practitioners who require reliable quarterly growth projections across the euro area.

Disclaimer: The views expressed in this paper are those of the authors and not necessarily those of either the Bank of Greece or the Eurosystem.

KEYWORDS: GlobalUN model, forecasting evaluation, growth, Eurozone

SCHEDULING:

Thursday 08th Oct.	11:45 - 13:15	VIRTUAL ROOM THU-1	GR

EA-42

Perceiving business ethics violations: a mental framework for organizations

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ABSTRACT

This study proposes a mental framework for detecting perception errors and violations in business ethics, and instructing primary stakeholders, by bringing to the foreground the ethical values of integrity, objectivity, confidentiality, responsibility, etc., that most codes of conduct are based on. The rationale of the suggested framework is that principles and tenets should be placed at the top of organizational thinking, given that the rationalization of misconduct has proven to be a systemic flaw in several cases involving scandals and misdemeanors.

Drawing from case studies ranging from Enron to VW, and from Wells Fargo to Follie-Follie, the study proposes that a sound system that can guarantee organizational integrity should rely upon the active promotion of ethical integrity. This requires a paradigm shift, which in the AI era may also be assisted by technology in creating support systems that will enhance positive organizational climate and organizational productivity. The proposed mental framework aims to lay the foundation for a model of organizational structure that will prevent misdemeanors at their inception and keep the organization in its right path. This should be materialized through a robust system of internal training, which will leverage the change of organizational mentality and ensure the application of a positive vs. a "prevention-only" mindset, in addition to the creation of internal systems of control, external safeguards that will involve selected stakeholders-as-guardians, a "whistle-blowing" facility, etc., as supplementary means. In other words, positivity must be harnessed and nurtured as a psychological and motivational principle and "instrument" that can propel progress and enhance efficiency. On the other hand, prevention mechanisms should act as detectors and deterrents of misconduct that has the potential to create organizational chaos and employee anguish and suffering.

It is essential to deter errors and perils of perception by detecting deviations from values such as Kant's "categorical imperative", or, to go further back in history, the virtue of the guardians in Plato's ideal Republic. Adopting and embracing these tenets represents the first step in the way of virtue and accountability in organizational culture. And although Freeman saw stakeholders as the new "guardians" of corporate social responsibility, even Friedman, with his shareholder theory, accepted the creation of value as a prerequisite for shareholder profit. I

propose that it is time to "go back" to the primordial matter of philosophy, in order to be able to "move forward" with a mindset and behaviors that will stem from solid principles and values. In this vein, the recent financial crisis with the "credit crunch" and all the notorious violations of codes of ethics should have shaken us sufficiently, so as to realize that unless the fundamentals of "valuation" are based on (ethical) "values", human beings are bound to repeatedly create the same chaotic conditions that stem from violations of moral and ethical principles. Organizational "citizenship", therefore, requires a sound ethical basis and overall structure.

KEYWORDS: mental framework, business ethics, misconduct prevention, internal training

SCHEDULING:

Thursday 08th Oct.	11:45 - 13:15	VIRTUAL ROOM THU-1	GR

EA-43

Requisite Variety in Enterprise AI Adoption: A Cross-Case Systemic Reading of Firm-Level AI Deployments in a Multi-Company Program

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ABSTRACT

During 2026, I designed and delivered an enterprise-wide AI adoption program for a broad cross-section of the Cypriot economy: 39 companies in five sector clusters under a national human-resource development scheme, together with more than 40 further firms from earlier engagements. Each engagement involved an on-site consulting visit and a structured report setting out the firm's context, a tailored portfolio of AI agents, and a firm-level structure for AI governance and adoption.

The paper analyzes this body of reports through the lens of applied systemics, treating enterprise AI adoption not as a technology rollout but as an intervention in a whole socio-technical system, and drawing on the cybernetic and socio-technical traditions (Ashby, 1956; Beer, 1981; Emery& Trist, 1965; Trist & Bamforth, 1951).

Four findings emerge from the cross-case reading, all resting on non-published field data. The first concerns the agents themselves: however different the firms are by sector, the tools proposed for them fall into the same handful of types: document generation, knowledge retrieval, client intelligence, compliance monitoring, and internal operations. The technical problem of adoption turns out to be widely shared; the organizational problem stays specific to each firm.
A second pattern is organizational and just as consistent: named agent owners, an internal AI champion, data-protection and EU AI Act controls, a human kept in the loop, and a ninety-day plan that puts governance before deployment. In Beer's terms, these are the control and intelligence functions, System 3 and System 4, of a viable organization. A third point follows from that human-in-the-loop arrangement: by reviewing outputs before they reach a client or citizen, each firm holds itself within the variety it can actually manage while its capability grows.

Finally, the firms furthest along begin to sell their own adaptation back to the market: as a training academy, an AI-governance advisory line, or a compliance capability offered to clients—so the cost of adopting AI becomes a source of revenue.

Because readiness differs from one firm to the next, a standardized program will always fit some better than others; the program's own response, grouping firms of similar readiness into sector clusters, is itself a way of matching the design to that

variety. The broader lesson is a workable model for enterprise AI adoption: fit the design to the organization it has to serve, work on the human and technical sides together, and treat governance as part of what keeps the organization viable rather than as paperwork.

For a systemic/management audience, what makes the case worth attention is that it is both real and large, and that the ideas needed to explain why these programs so often stall, and to make them work, are ones the field already has.

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KEYWORDS: Applied systemics, socio-technical systems, viable system model, requisite variety, enterprise AI adoption, AI governance

SCHEDULING:

Thursday 08th Oct.	11:45 - 13:15	VIRTUAL ROOM THU-1	GR

EA-44

Personnel Selection and its Impact on the Culture of Organisations A Systemic Approach to Creating Protective Measures

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ABSTRACT

This study, developed as a CSAP Certification Project, examines how personnel selection decisions shape and safeguard the internal culture of small and medium-sized enterprises (SMEs), using a real organizational crisis as its point of departure: the departure of a senior team member after a prolonged period of high workload pressure, followed by a junior colleague's immediate request for a pay rise.
The case is drawn from a five-person branding and signage company operating in the Greek B2B market.

Systemic Approaches and Methodologies: Adopting a systemic perspective, the study applies the Soft Systems Methodology (SSM) and its associated Rich Picture and CATWOE frameworks to surface the divergent worldviews held by different members of the organization, and the Design and Control Systemic Methodology (DCSYM) to map the company's communication structure, revealing the owner-manager as a persistent bottleneck for decisions, quality control, and hiring.Causal Loop Diagrams are then used to explain the dynamics observed, drawing on the "Reinforcing Loop with Time Delay" and "Success to the Successful" archetypes to show how the absence of structured hiring criteria allows cultural mismatches to compound gradually, often becoming visible only once damage through resignations or eroded morale has already occurred.

Proposal: Building on this diagnosis, the study proposes a practical "guardrails" system for personnel selection: disqualifying and reinforcing criteria, structured interview protocols, a candidate scorecard, and a culture-focused onboarding guide, together with a governance structure (roles, decision levels, and communication mechanisms) for implementing and periodically reviewing these tools. A risk analysis and lightweight budget plan accompany the proposed intervention, reflecting the resource constraints typical of the Greek SME environment — including institutional volatility, limited digital maturity, and the informal, family-oriented character of local business culture, which the study situates through a PESTLE analysis of the company's operating environment.

Conclusion: The study concludes that personnel selection is not merely an administrative task but a strategic lever for reproducing organizational culture, with disproportionate impact in small teams where every hire measurably shifts group dynamics. It closes with personal reflections on the practical, humanizing value of systems thinking beyond academic contexts, and identifies team dynamics in non-hierarchical, high-pressure environments — such as professional kitchens — as a promising direction for further research.

KEYWORDS: Culture, Values, Hiring, Guardrails, TeamDynamics

SCHEDULING:

Thursday 08th Oct.	11:45 - 13:15	VIRTUAL ROOM THU-2	GR

EA-45

Application of DCSYM to the processes of the TEIM Bluegr control department

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ABSTRACT

This study, developed as a CSAP Certification Project, examines the procurement management and financial control process within a hotel organization, aiming to analyze existing dysfunctions and design an improved, digitally supported process. The study is based on the principles of Systems Thinking and utilizes the Soft Systems Methodology (SSM), Design and Control Systemic Methodology (DCSYM), and Dynamic Complex Systems Yielding Model (DCSYM), in order to analyze the interactions between the involved departments and identify the factors influencing the overall system performance.

Through the systemic analysis, significant issues emerged, such as approval delays, fragmented communication between departments, a lack of integrated information, and an increased probability of errors during order and document management. The analysis of causal loop diagrams demonstrated the existence of reinforcing feedback loops, which deteriorate operational efficiency and increase workload.

The proposed solution is the implementation of an integrated procurement management information system, which consolidates all processes from order creation to final payment. The recommended approach includes automated approvals, document digitization, a unified database, real-time tracking capabilities, and the utilization of modern technologies, such as ERP systems, workflow automation, and artificial intelligence.

The results of the study show that implementing the proposed solution can contribute to reducing delays, improving information quality, increasing operational efficiency, and enhancing the organization's financial management. At the same time, it highlights that digital transformation is not merely a technological upgrade, but a broader organizational change that affects the structure, processes, and dynamic operation of the hotel organization.

SCHEDULING:

Thursday 08th Oct.	11:45 - 13:15	VIRTUAL ROOM THU-2	GR

EA-46

Systemic Analysis and Optimization of the Information Technology & Communications Directorate of the Hellenic Fire Corps

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ABSTRACT

This study examines the operation of the Information and Communications Directorate of the Hellenic Fire Corps, with particular emphasis on the Analysis, Programming and Statistics Department. The study focuses on organizational and operational challenges related to communication, collaboration among employees, request management, software application development, knowledge management, training, and the adoption of new technologies.

A combination of systemic methodologies and analytical tools is used to explore the organizational situation and identify potential areas for improvement. PESTEL and SWOT analyses are used to examine the external and internal environment, while Soft Systems Methodology (SSM) is applied to explore different perspectives, define the desired system, develop a conceptual activity model, and identify feasible areas for organizational change. DCSYM is used to represent organizational structures, processes, communication flows, and possible improvements. Causal Loop Diagrams are then used to identify feedback relationships, while System Dynamics and the Vensim simulation environment are employed to explore the dynamic behaviour of selected variables over time.

The analysis highlights the importance of employee experience, productivity, training, collaboration, and knowledge retention in the development and support of information systems. Based on the systemic analysis, several improvement interventions are proposed, including the introduction of a structured ticketing system, stronger collaboration and knowledge-sharing practices, systematic staff training, greater use of regional IT resources, and the exploration of Artificial Intelligence as a productivity-supporting technology.

The Vensim model is used to compare alternative scenarios over a 60-month period. The simulation indicates that, under the assumptions of the model, increased training, learning, collaboration, and AI-related effects can contribute to greater experience accumulation and application development. However, the numerical parameters used in the model are hypothetical and are intended for scenario exploration rather than empirical prediction. Therefore, the simulation results do not constitute evidence that the proposed interventions will produce the same improvements in the real organizational environment.

Finally, the study translates the proposed interventions into a nine-month implementation project covering requirements analysis, system design, ticketing implementation, AI-related development, testing, staff training, and implementation.

Overall, the study demonstrates how a systemic approach can support the understanding of complex organizational problems and the identification of feasible areas for improvement. The combination of qualitative systemic methodologies with System Dynamics provides a structured framework for examining the relationships between organizational processes, human factors, knowledge, and technology. The proposed interventions should be regarded as potential directions for improvement, whose effectiveness would need to be assessed through appropriate pilot implementation and evaluation in the actual organizational environment.

KEYWORDS: Systemic, Communication, Collaboration, Training, Knowledge, Organizational

SCHEDULING:

Thursday 08th Oct.	11:45 - 13:15	VIRTUAL ROOM THU-2	GR

EA-47

Systemic Analysis in the Logistics Sector

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ABSTRACT

This study, developed as a CSAP Certification Project, examines the operation and dynamics of an imaginary organization in the logistics sector, focusing on realistic possible interactions between organizational structures, information flows, human resources, and operational performance.
Initially, the external factors affecting the sector are examined through a PESTEL analysis, alongside an overview of consumer behavior and trends influencing demand. The study then applies a systems thinking perspective to identify key organizational issues, including inconsistencies in information flows, unclear roles and responsibilities, and limited process automation.

To analyze and represent these issues, systemic methodologies are employed, with particular emphasis on Soft Systems Methodology (SSM) and Design and Control Systemic Methodology (DCSYM). Additionally, an original method of system representation is employed through DCSYM, namely the use of tree-structured representation.

In parallel, System Dynamics and the Vensim software are used to develop an indicative model examining the relationship between demand, order completion, and human resources. The model provides the possibility of exploring alternative scenarios involving increased demand, reduced productivity, and increased employee turnover, highlighting the importance of early identification and management of potential operational crises.

Finally, the study proposes transformation and innovation measures aimed at strengthening organizational adaptability, preventive decision-making, and the overall efficiency and smooth operation of logistics organizations. Through the Vensim model, an early warning mechanism is also explored for identifying a range of potential problems affecting the sector, by detecting emerging pressures and deviations in key operational variables. Although the model is developed using hypothetical data, its structure allows it to be adapted and applied to real-world cases using actual organizational data, providing a potentially useful tool for the early identification, assessment, and management of operational risks.

KEYWORDS: systems, DCSYM, VENSIM, tree-structured representation, dynamics

SCHEDULING:

Thursday 08th Oct.	11:45 - 13:15	VIRTUAL ROOM THU-2	GR

EA-48

Study of Organizational Structure Change in an ERP Department of an Information Technology Company

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ABSTRACT

This study examines the organizational structure of an ERP department (SAP Department) within an information technology company, aiming to identify the key structural weaknesses affecting efficiency, coordination, and overall performance, while proposing an improved organizational model. The department under investigation is characterized by a high level of complexity, as the same human resources are simultaneously involved in multiple products and projects. This situation results in overlapping responsibilities, increased communication requirements, coordination difficulties, and delays in project execution.

To analyze the problem situation, the Soft Systems Methodology (SSM) was applied, enabling the identification of different stakeholder perspectives and the key issues affecting the system. Subsequently, the Design and Control Systemic Methodology (DCSYM) was utilized to model both the current organizational structure (AS-IS) and the proposed future state (TO-BE), facilitating a systematic evaluation of communication and control relationships among the various subsystems.

In addition, a System Dynamics approach was adopted through the use of Causal Loop Diagrams (CLDs) to investigate the dynamic behavior of the system and identify the feedback mechanisms responsible for generating and reinforcing organizational problems. The analysis revealed that the current structure creates reinforcing feedback loops that increase complexity and reduce operational effectiveness, whereas the proposed structure leads to a more balanced and sustainable organizational environment.

The proposed solution involves transitioning from a traditional functional organizational structure to a product-based structure through the establishment of dedicated teams for each technological domain. This approach is expected to reduce complexity, clarify responsibilities, improve communication, and enhance team productivity. Finally, the Viable System Model (VSM) was employed to assess the viability of the proposed organizational design and to evaluate its ability to support long-term organizational growth, adaptability, and effectiveness.
Overall, the study highlights the critical role of organizational structure in the operation of complex information systems environments and demonstrates that an appropriately designed organizational architecture is a key factor in achieving higher efficiency, improved coordination, and sustainable organizational development.

KEYWORDS: ERP, SAP, Digital Transformation, Information Technology Company, ERP Department, Organizational Structure

SCHEDULING:

Thursday 08th Oct.	11:45 - 13:15	VIRTUAL ROOM THU-2	GR

EA-49

The Systemic Metamorphosis of Resources in modern Software development organizations

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ABSTRACT

Contemporary software development and data management organizations are facing a significant increase in the volume and complexity of software implementation requests, creating substantial challenges for service quality, delivery efficiency, employee workload, and customer satisfaction. This study examines the organizational, human-resource, and process changes required to manage fluctuations in implementation demand without a proportional increase in staffing, focusing particularly on the integration of artificial intelligence (AI) tools into business analysis and project management activities.

The study adopts a multifaceted systems-oriented methodology, comparing the organization's previous operating state—characterized by fragmented request intake, inconsistent information quality, lengthy Business Requirements Documentation (BRD) preparation, resource constraints, and delayed or paused requests—with a proposed future-state model. The redesigned model combines more effective resource allocation, cross-functional coordination, structured request intake, employee skill development, and AI-assisted analysis. In this context, AI is not positioned as a substitute for Business Analysts or Project Managers, but as a digital assistant capable of reducing time spent on routine, repetitive, and documentation-intensive tasks. Generative and enterprise AI solutions, illustrate the potential of such technologies; however, the study proposes that a company-specific AI business analysis assistant, connected to internal databases and knowledge repositories, would provide greater organizational value by leveraging historical BRDs, technical analyses, prior requests, templates, lessons learned, and project knowledge.

The findings indicate that AI-supported request intake can improve information completeness by identifying missing requirements and proposing targeted clarification questions before analysis begins. Furthermore, automated generation of a first BRD draft can accelerate documentation while improving consistency, enabling Business Analysts to focus on validation, critical analysis, stakeholder communication, and refinement rather than document creation from scratch. The study also highlights three complementary organizational requirements: strengthening analytical and active-listening skills through continuous learning; promoting horizontal collaboration across departments through coordinated resource management and reduced hierarchical barriers; and mitigating employee

burnout through workload planning that reserves part of the working day for learning, recovery, and professional development.

Overall, the proposed transformation demonstrates that changes in roles and responsibilities within software development organizations represent not only an operational risk but also a strategic opportunity. By combining AI-enabled process redesign, improved resource allocation, cross-functional collaboration, and continuous capability development, organizations can enhance request-handling capacity, service quality, employee sustainability, and customer satisfaction. The study therefore emphasizes that human-centered AI adoption and organizational redesign are critical for companies seeking to remain adaptable, competitive, and resilient in an increasingly complex era of digital transformation.

SCHEDULING:

Thursday 08th Oct.	11:45 - 13:15	VIRTUAL ROOM THU-3	GR

EA-50

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

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ABSTRACT

Artificial Intelligence (AI) is rapidly changing the way core enterprise software systems, such as Enterprise Resource Planning (ERP) and Customer Relationship Management (CRM) systems, are developed, operated, and utilized. While current attention is primarily focused on the new capabilities that AI introduces almost daily, the scale, intensity, and depth of the changes it brings suggest that its impact extends well beyond the technical enhancement of existing information infrastructures. Instead, AI is driving a systemic transformation of the enterprise software ecosystem, fundamentally reshaping both the role of enterprise software and the value it delivers to the various stakeholders of the ecosystem.

Understanding the nature and dynamic evolution of this complex phenomenon requires a systemic perspective capable of revealing both the transformations taking place at the different levels of the ecosystem and the interactions that emerge among them. To address this challenge, the study combines three complementary systemic methodologies -Soft Systems Methodology (SSM), DCSYM, and Causal Loop Diagrams (CLDs)- to investigate these changes across three major domains: software development companies, organizations using enterprise information systems, and the enterprise software ecosystem as a whole. The analysis is grounded in the Greek enterprise software market, which serves as an empirical setting for examining a phenomenon with broader international relevance.

The systemic analysis demonstrates that Artificial Intelligence acts as a catalyst for a multi-level transformation, although this transformation unfolds differently across the three domains. Within software development companies, the key shift lies in moving from person-dependent knowledge management toward structured mechanisms for organizational learning and AI utilization. For enterprise users, the integration of intelligent capabilities gradually transforms the information infrastructure from a platform for transaction recording and retrospective reporting into a mechanism for knowledge generation, prediction, and decision support. At the ecosystem level, the adoption of shared AI capabilities reshapes knowledge flows, dependency relationships, and value creation mechanisms, leading to a redistribution of influence among software vendors, user organizations,

consultants, AI providers, and cloud infrastructure providers.

Overall, the emerging picture is that of a fundamentally different form of enterprise software. Rather than serving as a static application for supporting predefined business processes, enterprise software evolves into a dynamic mechanism for organizational learning, adaptation, and competitive advantage. As knowledge and functions that were traditionally provided by external actors become progressively embedded within the software itself, the roles of all ecosystem participants are redefined. Software development companies shift their focus from delivering standardized solutions toward designing mechanisms for continuous learning and evolution. Consultants increasingly concentrate on shaping organizational knowledge, business rules, and frameworks for the effective use of Artificial Intelligence, while user organizations adopt software that evolves together with the organization by continuously incorporating organizational experience and changing business needs.

KEYWORDS: Artificial Intelligence (AI), Enterprise Software, Enterprise Software Ecosystem, Systemic Transformation, ERP, CRM

SCHEDULING:

Thursday 08th Oct.	11:45 - 13:15	VIRTUAL ROOM THU-3	GR

EA-51

Applying Systems Methodologies and Project Management to Improve Organisational Scalability at Optima Lodgings

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ABSTRACT

This study examines the organisational and operational challenges associated with scaling Optima Lodgings, a hospitality management and development company operating in Greece, with particular emphasis on the onboarding of new hotels and tourist accommodation properties. As the company's portfolio expands, its existing operating model is increasingly affected by non-standardised processes, centralised decision-making, limited technological integration, communication gaps and a growing dependence on the Chief Executive Officer for operational coordination.

The study adopts a systemic and project-oriented methodological approach. Soft Systems Methodology is applied to explore the complex organisational situation, identify key stakeholders and examine their different perspectives through Rich Picture and CATWOE analysis. The Design and Control Systemic Methodology is used to model the existing and proposed organisational structures, communication flows and control mechanisms. Causal Loop Diagrams are employed to identify feedback relationships among workload, onboarding delays, service quality, client satisfaction and organisational growth. In addition, the Viable System Model is used to assess the organisation's coordination, control, adaptability and long-term viability.

The analysis indicates that business growth without a corresponding development of organisational structures and processes may increase workload, delays, errors and rework, while negatively affecting service quality and scalability. The proposed operating model therefore focuses on the standardisation of onboarding procedures, clearer allocation of roles and responsibilities, improved operational coordination, reduced dependence on centralised decision-making, greater use of integrated technological systems and automation, and the establishment of performance-monitoring and feedback mechanisms.

The proposed interventions are organised as a six-month implementation project, incorporating a project charter, governance structure, stakeholder analysis, implementation schedule and defined deliverables.

The study concludes that sustainable growth in hospitality management depends not only on acquiring additional properties, but also on the organisation's ability to standardise, coordinate and monitor its internal processes. The proposed framework provides a practical pathway towards a more efficient, scalable and viable organisational model and may also be adapted by other hospitality management companies facing similar growth-related challenges.

KEYWORDS: organisational scalability, hospitality management, onboarding, systems thinking, project management, organisational viability

SCHEDULING:

Thursday 08th Oct.	11:45 - 13:15	VIRTUAL ROOM THU-3	GR

EA-52

Systemic Analysis and Dynamic Simulation of a Production System using DCSYM and VENSIM

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ABSTRACT

This study presents a systemic analysis of a production system, with particular emphasis on the interactions between production, demand, inventory, sales and human resources. The main objective is to demonstrate how systemic thinking and System Dynamics can be applied to the analysis of complex organizational situations and to the identification and evaluation of possible improvements.

The study begins with an examination of the organizational and operational structure of the system, focusing on the way information, decisions and activities are interconnected. The Design and Control Systemic Methodology (DCSYM) is applied to represent the existing situation and to identify organizational issues related to communication, coordination, information flows and decision-making processes.

Based on this analysis, the study proceeds to the examination of the causal relationships between the main variables of the system. Causal relationships and feedback loops are used to demonstrate how changes in one part of the system may affect other parts and, consequently, the overall behaviour of the system. Particular attention is given to reinforcing and balancing feedback mechanisms and to the effects of delays within the system.

The analysis is subsequently developed through a System Dynamics model implemented in VENSIM. The model represents the relationships between demand, production, inventory and workforce and provides a framework for examining the dynamic behaviour of the system over time. Different conditions and possible management interventions can therefore be explored without directly affecting the real system.

The study demonstrates that the behaviour of a complex production system is the result of the interactions between its components rather than the isolated behaviour of individual variables. The combined use of DCSYM and System Dynamics provides a structured approach for moving from the identification of organizational problems to the analysis of their underlying causes and the evaluation of possible improvements.

The findings support the value of systemic thinking as a practical approach to understanding complexity, improving coordination and supporting decision making. The proposed methodology can contribute to greater efficiency, adaptability and sustainability in the management of production systems.

KEYWORDS: Systemic Thinking, System Dynamics, DCSYM, VENSIM, Production Systems, Organizational Analysis

SCHEDULING:

Thursday 08th Oct.	11:45 - 13:15	VIRTUAL ROOM THU-3	GR

EA-53

A Systemic Industry Study of the Cybersecurity Sector in Greece: Applying the CSAP Framework

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ABSTRACT

This study, developed as a CSAP Certification Project, examines the Greek cybersecurity sector through the systemic lens of the CSAP Mastering Program of the University of Piraeus, departing from conventional industry analyses that focus on technological tools and market shares.

The motivation stems from an observable paradox: while the Greek cybersecurity market is growing at an annual rate of 18% and is projected to reach 508 million euros by 2028 (Gartner/IDC), the sector demonstrates persistent structural pathologies. Only 18.28% of Greek enterprises maintain a formal ICT security policy, compared to the European Union average of 35.5% (Eurostat), and 22% of the population has fallen victim to malware, the highest rate among the twenty most exposed countries globally (Kaspersky 2024). Conventional analyses fail to explain why a rapidly expanding market does not generate proportional maturity. Systemic thinking suggests that when a behavior persists despite repeated interventions, the underlying causes lie in deeper structures and mental models rather than in surface events.

The study employs three complementary systemic methodologies in sequence. First, Soft Systems Methodology (Checkland) is applied to construct a Rich Picture of the Greek cybersecurity ecosystem and to develop CATWOE statements for both the National Cybersecurity Authority and a private Managed Security Service Provider. Second, the DCSYM methodology (Asimakopoulos, University of Piraeus) produces two diagrams capturing the current state and the proposed transformed state of the sector. Third, two Causal Loop Diagrams visualize the systemic dynamics of talent brain-drain and of the investment-maturity-incidents interaction. As a supplementary diagnostic tool, the Iceberg Model (Varsos) organizes the observation across four levels, namely events, behavioral patterns, underlying structures and mental models.

The diagnosis identifies five active systemic archetypes: Fixes That Fail (tool acquisition without process maturity), Shifting the Burden (SME over-reliance on Managed Security Service Providers without internal capability), Tragedy of the Commons (sector-wide competition for a finite talent pool), Growth and Underinvestment (Greek supply lagging demand), and Accidental Adversaries (the

latent conflict between the National Cybersecurity Authority and private providers despite shared objectives).

The study concludes with twenty high-leverage interventions targeting four stakeholder groups (State, Enterprises, Service Providers, Academia), designed to operate at the lower levels of the Iceberg Model rather than at the surface level of events. Key recommendations include Structured Democratic Dialogue for the implementation of the National Cybersecurity Strategy 2026-2030, FMEA-based risk management in enterprises, the Triple Layered Business Model Canvas for cyber-startup planning, Employer Branding as the substantive response to brain-drain, and a coordinated national workforce pipeline producing 5,000 new cybersecurity professionals by 2030.

The methodological contribution lies in the systematic combination of three CSAP-taught methodologies, applied jointly to an entire industrial sector and reinforced by the Iceberg Model, an approach not previously documented in the Greek literature. The study reinforces a foundational principle of systemic thinking: the purpose of a system is not what it declares but what it actually produces. Transformation therefore requires redesigning the system itself, beginning at the deepest level, the prevailing mental models.

KEYWORDS: Systemic Thinking, Cybersecurity, Greece, Soft Systems Methodology, DCSYM, Industry Analysis

SCHEDULING:

Thursday 08th Oct.	11:45 - 13:15	VIRTUAL ROOM THU-3	GR

EA-54

Implementing systems thinking in a construction firm

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ABSTRACT

This study focuses on the application of systems thinking and systemic methodologies to a construction company, ABC Construction Projects, which operates in the high-end residential construction sector in Attica, Greece. The company faces organizational challenges due to the increasing outsourcing of project tasks, lack of dedicated Project Management and HR departments, and unclear role definitions. The study employs the DCSYM (Design and Control Systemic Methodology) for qualitative process mapping and System Dynamics using Vensim for quantitative modeling and simulation.

Proposed interventions include the establishment of Project Management and Back Office departments, enhancement of HR functions, clear role allocation through RACI charts, and the implementation of a Penalty Clause for external collaborators. Vensim simulations highlight the importance of Behavior Change in stakeholders and the reduction of project costs and delays through penalty enforcement.

The analysis demonstrates that the combined use of DCSYM and System Dynamics enables a comprehensive understanding of organizational problems, identification of critical intervention points, and prediction of outcomes before implementation. The new organizational structure reduces delays, improves communication between departments and collaborators, and allows the CEO to focus on strategic decisions, while Project Managers coordinate project execution.

KEYWORDS: Keywords: systems thinking, DCSYM, system dynamics, Vensim simulation, Role Sorting, construction company, organizational improvement, Penalty Clause.

SCHEDULING:

Thursday 08th Oct.	13:30 - 15:00	VIRTUAL ROOM THU-1	GR

EA-55

Project Planning for Digital Transformation and International Expansion: The Case of DC Engineers Ltd

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ABSTRACT

Small engineering consultancies often reach a point where technical expertise alone is no longer sufficient to support further growth. This study examines such a challenge through the case of DC Engineers Ltd, a Greek engineering consultancy seeking to expand its activities beyond the domestic market while maintaining effective control of its projects and operations.

This study examines how the company can prepare for international expansion by improving the way projects are designed, coordinated and managed. Digital transformation is considered as part of this process, not as a goal on its own. The study looks at the company as a whole and identifies the organisational and operational changes needed to support its next stage of development.

The proposed approach includes the gradual introduction of BIM, better use of digital project management tools, standardisation of key procedures and a pilot project before wider implementation. These changes are organised into a phased project plan, allowing the company to introduce new ways of working without disrupting its ongoing activities.

The study concludes that international expansion for a small engineering consultancy depends not only on identifying new markets, but primarily on developing the internal capability to operate effectively across locations. A company must first be able to coordinate its people, information and projects effectively across different locations. For DC Engineers, digitalisation can provide this capability and support international expansion while maintaining control over project quality and delivery.

KEYWORDS: Systems Thinking, Project Management, Digital Transformation, BIM, SSM, DCSYM, International Expansion, Engineering Consultancy

SCHEDULING:

Thursday 08th Oct.	13:30 - 15:00	VIRTUAL ROOM THU-1	GR

EA-56

Systems Analysis of the Telecommunications Infrastructure Construction Sector: The Case of Germany

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ABSTRACT

This study examines the telecommunications infrastructure construction sector in Germany through the lens of Systems Thinking and the analysis of complex socio-technical systems. The development of Fiber-to-the-Home/Building (FTTH/B) and 5G infrastructure is a critical enabler of digital transformation, economic growth, competitiveness, and social connectivity. Despite substantial investment and high technological maturity, infrastructure deployment continues to face significant delays, cost pressures, and operational inefficiencies.

The purpose of this study is to investigate the structural, organizational, and institutional factors that constrain the effectiveness of the telecommunications infrastructure development system and to formulate a transformed model of operation. The research adopts a qualitative systemic approach based primarily on secondary data, institutional reports, scientific literature, and publicly available information on the German telecommunications market.

Three complementary systemic methodologies are employed: Soft Systems Methodology (SSM), Design and Control Systemic Methodology (DCSYM), and Causal Loop Diagrams (CLDs). SSM is used to identify key stakeholders, divergent perspectives, interdependencies, and problematic situations within the sector. Rich Pictures and CATWOE analysis support the exploration of the existing system and the identification of potential areas for change. DCSYM is subsequently applied to model the current (As-Is) and proposed (To-Be) states of the system, focusing on organizational structures, information flows, coordination mechanisms, and control processes. In parallel, Causal Loop Diagrams highlight reinforcing and balancing feedback mechanisms affecting project delays, costs, workforce availability, coordination efficiency, and deployment speed.

The findings indicate that the main barriers to infrastructure deployment are not primarily technological, but systemic and organizational. Key challenges include fragmented administrative procedures, lengthy permitting processes, shortages of skilled labor, limited interoperability between information systems, complex subcontracting structures, and insufficient coordination among telecommunications operators, construction companies, municipalities, and regulatory authorities.

The proposed transformation framework focuses on digital and organizational

integration through unified e-permitting platforms, GIS/BIM integration, real-time project monitoring, workflow automation, improved workforce development, collaborative investment models, and adaptive governance. The study concludes that a systemic approach can provide a more comprehensive understanding of the sector's complexity and support the development of a more resilient, collaborative, and efficient telecommunications infrastructure ecosystem in Germany.

KEYWORDS: Systems Thinking; Soft Systems Methodology; DCSYM; Causal Loop Diagrams; Telecommunications Infrastructure; FTTH; 5G; Germany; Digital Transformation;

SCHEDULING:

Thursday 08th Oct.	13:30 - 15:00	VIRTUAL ROOM THU-1	GR

EA-57

A Systemic Approach for Improving the Operation of the Certification Body QMSCERT S.A.

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ABSTRACT

This study focuses on the operational and management challenges faced by QMSCERT (Q-CERT) S.A. — the largest certification body headquartered in Northern Greece — and proposes a systemic solution through the development of an integrated Management Information System (CMS).

The context is not simple. Q-CERT manages an extensive portfolio of certification and inspection standards, operates through a network of more than 300 auditors / inspectors and 11 external offices, and is bound by a strict regulatory framework governed by international accreditation standards — ISO/IEC 17021-1, 17020, 17065 and 17029. The growing complexity of its activities, combined with the parallel use of fragmented tools — Excel files, Microsoft Access databases, email — had created chronic operational problems: an inability to obtain a complete view of the client, prolonged inspection preparation times, difficulty in collecting statistical data and — perhaps most critically — an increasing risk of non-compliance with regulatory requirements.

Three systemic methodologies were used to analyse the existing situation and design the solution. Checkland's Soft Systems Methodology (SSM) was used to understand the complexity and identify the necessary changes. The Design and Control Systemic Methodology (DCSYM) undertook the modelling of both the existing and the proposed situation. Causal Loop Diagrams highlighted the dynamic relationships between operational complexity, service quality and regulatory compliance. In parallel, strategic analysis of the external environment was carried out through PESTEL, SWOT and the Business Model Canvas.

The proposed solution is the development of an integrated CMS by Q-CERT's internal IT team (React/TypeScript, Java Spring, MySQL), based on a client-centric architecture. Each client is assigned a unique code (client ID) around which all information is organised — applications, inspection files, certificates, invoices. The system incorporates an algorithm for the automatic selection of inspectors based on competencies and availability, automated renewal notifications, tracking of every inspection stage, direct interconnection with accounting, and the ability to export statistical reports on demand for Accreditation Bodies.

Project management is based on a hybrid Kanban + Prince2 Milestones methodology, with an implementation horizon of September 2025 – December 2026.

The overall findings of the study demonstrate that Q-CERT's digital transformation through the CMS does not constitute a mere efficiency improvement but rather a strategic necessity since it eliminates the self-reinforcing loops of quality degradation and regulatory risk, lays the foundation for future integration of Artificial Intelligence and mobile applications, and strengthens the organisation's competitive advantage both nationally and internationally

KEYWORDS: Certification Body Management, Digital Transformation, Regulatory Compliance, Systems Thinking, Soft Systems Methodology (SSM), Design and Control Systemic Methodology (DCSYM)

SCHEDULING:

Thursday 08th Oct.	13:30 - 15:00	VIRTUAL ROOM THU-1	GR

EA-58

An Integration of tri-procces cognition model and emotional component model in VSM : Can rationality be trained to efficiency with Flash reflex training?

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ABSTRACT

This paper proposes an integrated cognitive model combining the Viable System Model (VSM) with Keith Stanovich's tripartite framework of the reflective, algorithmic, and autonomous mind, emphasizing the potential of BlazePod-based reactive training to strengthen the cognitive operations supporting adaptive decision-making. Within the proposed model, System 5 is provisionally associated with the reflective mind, responsible for goals, metacognitive monitoring, principles, and overriding lower-level responses. System 4 corresponds to the algorithmic mind, supporting working memory, cognitive decoupling, simulation, inhibition, and the computational procedures required to implement reflective intentions. System 3 represents the autonomous mind, incorporating rapid, learned, and affectively influenced responses that guide behaviour with limited reflective intervention.

System 2 is conceptualized as an integrative emotional-processing layer, drawing on a Component Process Model of emotion to explain how appraisal, action tendencies, physiological responses, expression, and subjective experience can influence the transition between autonomous and higher-order cognitive processing. In this formulation, System 2 provides a potential leverage point through which reactive training may influence the regulation and coordination of Stanovich's cognitive operations. System 1 represents the operational training layer, consisting of progressively structured BlazePod drills designed to engage specific cognitive demands at different levels of Stanovich's architecture.

BlazePod-based reactive training requires rapid visual discrimination, attentional allocation, response selection, motor inhibition, working-memory updating, and adaptation to changing stimulus conditions. Progressively increasing stimulus complexity, response alternatives, temporal constraints, dual-task demands, and inhibition requirements may therefore improve processing efficiency and executive control, with potential transfer to fluid intelligence, working memory, inhibitory control, and cognitive flexibility. These capacities are particularly relevant to the algorithmic mind because they support maintaining and manipulating information, suppressing prepotent responses, and constructing alternative representations before action.

The model hypothesizes that improvements generated through System 1 drills may progressively influence System 2 emotional regulation and coordination, thereby increasing the efficiency of Systems 3 and 4 operations. Enhanced inhibition and working-memory capacity may facilitate algorithmic decoupling, allowing individuals to separate internally generated representations from immediate intuitive or affectively driven responses. This may increase the capacity of the reflective mind to intervene when autonomous responses conflict with broader goals, while reducing the cognitive resources required for such intervention. Fluid intelligence is consequently treated both as an outcome measure and as an indicator of improved efficiency in algorithmic processing.

Within System 3, Prospect Theory is incorporated selectively to explain how autonomous decision processes may be influenced by reference points, framing, loss sensitivity, and asymmetric outcome evaluation. These mechanisms provide a context in which rapid affectively influenced responses may subsequently require algorithmic inhibition or reflective correction. The proposed architecture therefore describes a functional sequence in which System 3 generates autonomous responses, System 2 integrates emotional processes, System 4 regulates and evaluates through working memory, inhibition, and cognitive decoupling, and System 5 determines when reflective intervention is required.

A pilot study is proposed using progressively structured BlazePod training protocols, with pre- and post-intervention measures of fluid intelligence, working memory, inhibitory control, processing speed, cognitive flexibility, emotional regulation, and decision-making under risk. Training levels would progressively target System 3, System 4, and System 5 operations through increasingly complex System 1 drills, while System 2 emotional-processing measures would examine the proposed regulatory pathway. The primary hypothesis is that systematic reactive training will improve fluid-intelligence-related performance, working-memory efficiency, and inhibitory control, thereby supporting more effective algorithmic decoupling and reflective intervention within the proposed Stanovich–VSM architecture.

The model therefore positions reactive training not merely as sensorimotor practice, but as a potential bottom-up training mechanism for strengthening the coordination between autonomous, emotional, algorithmic, and reflective cognitive operations. The pilot study would provide an initial empirical test of whether improvements in rapid response efficiency can transfer to the higher-order reasoning and decision processes required for adaptive cognition.

KEYWORDS: stanovich,inhibition,fluid-inteligence,working-memory,decoupling,blazepods

SCHEDULING:

Thursday 08th Oct.	13:30 - 15:00	VIRTUAL ROOM THU-2	GR

EA-59

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

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ABSTRACT

Aircraft turnaround is a critical process in ground handling operations, directly affecting flight punctuality, resource utilization, service quality, and overall operational performance. Its complexity arises from the interaction of multiple stakeholders, tightly interconnected activities, human resources, equipment, information systems, and strict time constraints. This study investigates the improvement of quality procedures within the aircraft turnaround process at Goldair Handling through the combined application of Soft Systems Methodology (SSM) and Project Management principles. A case study approach is adopted, with SSM applied to explore the existing problem situation and understand the different perspectives of stakeholders involved in turnaround operations. Through the use of Rich Picture, Root Definition, CATWOE analysis, and Conceptual Models, key operational challenges were identified, including communication gaps, fragmented information, limited resource visibility, inconsistent practices, delayed decision-making, and limited use of operational data for proactive management. The Design and Control Systemic Methodology (DCSYM) was subsequently used to model the current AS-IS process and develop a proposed TO-BE state. The proposed model focuses on the integration of operational information, real-time monitoring, dynamic allocation of personnel and equipment, automated alerts, performance indicators, and continuous improvement mechanisms. Causal Loop Diagrams were also used to examine the relationships between workload, staffing, operational errors, delays, productivity, training, and service quality. Based on the findings, a structured improvement initiative, entitled the Turnaround Excellence Project, was proposed using Project Management principles. The proposed initiative incorporates process redesign, digitalization, KPI monitoring, SOP standardization, employee training, stakeholder engagement, risk management, and change management. A twelve-month implementation framework is proposed to support the systematic transition from the current to the desired future state and to enable measurable improvements in operational performance. The study indicates that the combination of SSM and Project Management can provide an effective framework for addressing complex quality and operational challenges in aircraft ground handling. The proposed approach has the potential to reduce delays, improve resource utilization, strengthen communication and coordination, and enhance service quality. Furthermore, the methodology provides a transferable framework for organizational learning and continuous improvement that could be adapted to other ground handling organizations and airport environments

KEYWORDS: Soft Systems Methodology, Aircraft Ground Handling, Turnaround Management, Project Management, Quality Improvement, Operational Performance

SCHEDULING:

Thursday 08th Oct.	13:30 - 15:00	VIRTUAL ROOM THU-2	GR

EA-60

Systemic Analysis and Improvement of the Organizational Functioning of an Innovation, Technology Transfer and International Collaboration Unit

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ABSTRACT

This study, developed as a CSAP Certification Project, examines the organizational functioning of a specialized unit within a research centre in Greece, whose mission is to link research with industry, support innovation and technology transfer, and develop national and international collaborations. The unit operates as an intermediary among research institutes, enterprises, public organizations, funding bodies, and the wider innovation ecosystem. The study addresses an organizational problem characterized by delays in decision-making, fragmented information flows, increased workload, coordination difficulties among teams, rework, and reduced operational efficiency.

The purpose of the study is to analyze this problem through a systemic perspective and to formulate improvement proposals. A multi-methodological systemic approach is applied. Soft Systems Methodology (SSM) is used to structure the problematic situation through a Rich Picture and CATWOE analysis. DCSYM is then applied to represent the current organizational structure, communication flows and control mechanisms, and to compare them with a proposed improved structure. Causal loop diagrams are developed to identify feedback mechanisms, particularly the reinforcing loop linking workload, decision delays, information fragmentation, coordination problems and rework. Finally, a System Dynamics model is implemented in Vensim, including variables such as Pending Work, Unidentified Issues, Rework Rate, Work Completion Rate, Communication Quality, Decision Delay, Team Capacity and Completed Deliverables.

The simulation results show that communication quality and coordination capacity are critical leverage points. Increased team capacity can accelerate work completion, but it is not sufficient when communication remains fragmented or decision delays persist. Conversely, reduced communication quality increases coordination issues, unidentified problems, rework and pending work, slowing the completion of deliverables. The model therefore demonstrates that organizational inefficiency is not only the result of workload volume, but also of dynamic interactions among communication, decision-making, role clarity and project coordination.

Based on these findings, the study proposes a targeted organizational intervention

rather than a full restructuring of the research organization. The intervention includes decentralization of operational decisions, clearer roles and responsibilities, the introduction of a Strategic Coordinator, strengthened project management, improved two-way information flows, and structured feedback mechanisms. The project is also connected with digital transformation, emphasizing the supportive use of artificial intelligence for information organization, decision support, project monitoring and early identification of delays.

The study concludes that a systemic approach can support a more agile, coordinated, and effective organizational model for innovation and technology transfer units. It also highlights the value of combining SSM, DCSYM, causal loop analysis and System Dynamics for diagnosing and improving complex organizational systems.

KEYWORDS: Systemic Analysis; Soft Systems Methodology; DCSYM; System Dynamics; Organizational Transformation; Technology Transfer

SCHEDULING:

Thursday 08th Oct.	13:30 - 15:00	VIRTUAL ROOM THU-2	GR

EA-61

Organizational Change Management and Business Process Improvement in an Insurance Company through the Design and Control Systemic Methodology (DCSYM): A Case Study»

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ABSTRACT

The present study examines the utilization and application of the Design and Control Systemic Methodology (DCSYM)in an organization operating in the field of electronic transactions, with the primary aim of improving its organizational functioning, managing change more effectively, and strengthening its ability to respond to contemporary market demands.

Within the framework of the study, the company's current situation, the organizational environment in which it operates, as well as the main problems and difficulties affecting its daily operations are examined.

At the same time, the potential use of systemic methodologies as tools for understanding, analyzing, and improving the overall functioning of the organization is explored.

The study is based on the systemic approach, according to which organizations are not viewed as static and isolated structures, but as dynamic systems consisting of interconnected parts and continuously influenced by the external environment.

Initially, the study presents the organizational framework of the company, its structure, operations, and key characteristics, as well as the legal and institutional environment that governs the activities of companies in the electronic payments sector.

Subsequently, the company's internal and external environment is examined through strategic analysis tools, such as PESTEL analysis and SWOT analysis, while its business model is also presented using the Business Model Canvas.

Through these analyses, the study seeks to clarify the company's position in the market, highlight its strengths and weaknesses, and identify the opportunities and threats arising from the broader business and technological environment.

KEYWORDS: Design and Control Systemic Methodology (DCSYM), Systemic Approach, Organizational Change, Electronic Payments, Strategic Analysis, PESTEL Analysis, SWOT Analysis, Business Model Canvas.

SCHEDULING:

Thursday 08th Oct.	13:30 - 15:00	VIRTUAL ROOM THU-2	GR

EA-62

Digital Transformation and Operational Reserve: A Decision Support System for Personnel Allocation in the Hellenic Navy

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ABSTRACT

The operational readiness of the Hellenic Navy depends significantly on the effective management and allocation of its human resources. Increasing operational demands, administrative complexity, and limited personnel availability create challenges in maintaining adequate staffing levels and responding efficiently to rapidly changing mission requirements. This study investigates these challenges and proposes a systemic approach to improving personnel allocation through digital transformation and organizational innovation.

The research adopts a multi-methodological systems approach. Soft Systems Methodology (SSM) is used to understand the problem situation and identify the perspectives of the main stakeholders. Design and Control Systemic Methodology (DCSYM) is applied to analyze the existing personnel allocation process, identify organizational weaknesses, and design targeted improvements. The proposed solution is further evaluated using the Viable System Model (VSM) to assess organizational viability, while System Dynamics modelling with Vensim is employed to simulate system behaviour under different operational scenarios.

Two complementary interventions are proposed. The first is the establishment of an Operational Reserve Team (ORT) to provide rapid personnel reinforcement during periods of increased operational demand. The second is the development of an Automated Personnel Allocation System (APAS), a decision support system designed to improve the speed, transparency, and effectiveness of personnel allocation through digital technologies. Simulation results indicate that the combined implementation of ORT and APAS improves personnel availability, reduces response times, enhances organizational flexibility, and strengthens operational resilience. The proposed approach demonstrates how the integration of systemic methodologies with digital decision support tools can improve the management of complex defence organizations while supporting sustainable organizational transformation.

The study contributes to the application of systemic thinking in defence management by presenting an integrated framework that combines qualitative organizational analysis with quantitative simulation. Although developed for the Hellenic Navy, the proposed methodology may also provide useful insights for other public sector organizations facing complex resource allocation and operational management challenges.

KEYWORDS: Digital Transformation, Decision Support System, Hellenic Navy, System Dynamics, DCSYM, Personnel Allocation

SCHEDULING:

Thursday 08th Oct.	13:30 - 15:00	VIRTUAL ROOM THU-3	GR

EA-63

Systemic Analysis of the German Electricity Transmission Sector: Grid Expansion, Stakeholder Coordination and Transformation Challenges in the Energy Transition

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ABSTRACT

This study, developed as a CSAP Certification Project, examines the German electricity transmission sector as a complex socio-technical system undergoing transformation in the context of the energy transition. The expansion of renewable electricity generation, industrial electrification, electric mobility, heat electrification, hydrogen production and European market integration is increasing the need for transmission capacity, operational flexibility and coordinated infrastructure planning.

The study argues that grid expansion cannot be understood only as a technical construction challenge. It is also shaped by regulation, permitting procedures, supply chains, workforce availability, institutional coordination, stakeholder participation and social acceptance. For this reason, the research applies a systemic approach rather than a purely technical or economic analysis.

The methodology combines sector analysis with systemic tools. SWOT and PESTEL analyses are used to examine the external and internal environment of the sector. Soft Systems Methodology is applied through a Rich Picture, CATWOE analysis and a root definition in order to capture different stakeholder perspectives. The Design and Control Systemic Methodology is used to model the current and desired future state of the sector. Causal-loop diagrams are then developed to analyse feedback relationships between transmission-capacity gaps, grid congestion, redispatch, project delays, administrative bottlenecks, stakeholder trust and social acceptance.

The findings show that delays in grid expansion can reinforce congestion and system-management costs, while limited stakeholder participation can increase distrust, objections and legal challenges. Conversely, early participation, transparent communication, fair mitigation measures and integrated project-readiness governance can improve trust and strengthen delivery conditions.

The study proposes a coordinated transformation framework including integrated planning, project-readiness governance, stakeholder participation, supply-chain and workforce development, digital coordination platforms, flexibility resources and stable performance-oriented regulation. The main conclusion is that the success of Germany's energy transition depends not only on building transmission infrastructure, but on transforming the wider system of institutions, capabilities and social legitimacy that enables such infrastructure to be delivered.

KEYWORDS: electricity transmission, Germany, grid expansion, energy transition, stakeholder coordination

SCHEDULING:

Thursday 08th Oct.	13:30 - 15:00	VIRTUAL ROOM THU-3	GR

EA-64

Standardizing the Standardization Process: A Systemic Redesign

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ABSTRACT

International standardization serves as a critical foundation for global trade, market interoperability, regulatory compliance, and technological alignment. However, traditional international standardization mechanisms—governed by rigid hierarchies and linear 36-month development cycles—increasingly suffer from a "Relevance Gap" due to the accelerating pace of digital innovation in sectors that rely on advanced technologies, such as AI. As a result, standards may be teetering on obsolescence by the time they are approved and published.

This study proposes a comprehensive systemic redesign of the ISO proposal and drafting process to enhance organizational agility, democratize participation, and mitigate committee decision fatigue. The central intervention introduced is the "Asynchronous Sandbox"—a digital, collaborative pre-standardization environment enabling asynchronous feedback and multi-media proposal dissemination (e.g., webinars) prior to formal committee gating. Replacing linear waterfall workflows with this agile, democratized platform accelerates time-to-consensus, reduces administrative burden, and turns the cycle of technological obsolescence into a self-sustaining engine of quality, participation, and global market adoption.

KEYWORDS: Standardization; International Standards

SCHEDULING:

Thursday 08th Oct.	13:30 - 15:00	VIRTUAL ROOM THU-3	GR

EA-65

AI-Driven Project Management and Digital Transformation at OTE Group S.A. (COSMOTE)

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ABSTRACT

This study, developed as a CSAP Certification project, focuses on the use of a systemic methodology framework to support project management through the utilization of Artificial Intelligence and digital transformation in the company under examination, namely OTE Group S.A. (COSMOTE). Regarding the specific problem examined in the project, the main issue revolves around the complex sociotechnical nature of the organization under study, its operations, and decision-making within the telecommunications sector. In addition, the present study recognizes OTE as a highly regulated organization operating in an environment of continuous technological innovation and rapidly changing customer needs. At the same time, investment decision-making, data governance, and organizational learning play their own role in this issue. Therefore, beyond the adoption of Artificial Intelligence technology, the main problem examined by the research is the creation of controlled capabilities for projects and transformation initiatives.

The project applies the following methods to conduct the analysis and formulate recommendations: Soft Systems Methodology (SSM), CATWOE analysis, Design and Control Systemic Methodology (DCSYM), causal loops, and system dynamics logic. Following the completion of the AS-IS analysis, the following issues were identified: fragmented project-related information, lack of uniform maturity in digital capabilities, a complex governance structure, pressure from regulatory authorities, and potentially low levels of organizational acceptance. The proposed TO-BE state includes: an AI-enhanced PMO, improved data integration, increased accountability, model governance, feedback, and key performance indicators. The above recommendations have been formulated as a systematic transformation program that utilizes project management knowledge, work packages, risks and controls, as well as other project management approaches.

Based on the systemic analysis and the information that is publicly available, the AS-IS state is presented here as a possible scenario rather than as the actual situation at OTE. In practice, difficulties may arise, such as project information being located across different systems, different levels of digital maturity, complex governance processes, and compliance requirements. There may also be difficulties in the organization's acceptance of changes. The above observations constitute assumptions of the study and not confirmed internal findings.

The main contribution of the present project to the field lies in the practical integration of systemic methodologies and frameworks when addressing innovation management and project organization more generally. In particular, it is important to note that Artificial Intelligence was not treated as an isolated technological innovation, but as an integral component of an even broader organizational system based on people, processes, data, compliance, strategy, and customer value.

KEYWORDS: Systems Methodology,Artificial Intelligence (AI),Soft Systems Methodology (SSM),DCSYM, Systems Dynamics, Data Governance

SCHEDULING:

Thursday 08th Oct.	13:30 - 15:00	VIRTUAL ROOM THU-3	GR

EA-66

Systemic Approaches and System Dynamics Modeling for the Organizational Redesign of a Small Engineering Company

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ABSTRACT

In today's turbulent and highly competitive construction and engineering environment, small enterprises face significant challenges that threaten their survival and growth. Rapid technological developments, fluctuating market demands, financial instability, and the increasing need for digital transformation make traditional, static management approaches insufficient. Coping with such complexity and uncertainty requires organizations to move beyond conventional tools towards approaches that can capture interdependencies, feedback loops, and long-term dynamic behavior.

This study presents the completion of an ongoing systemic analysis of a small engineering company operating in the construction sector, extending previous diagnostic work into a fully validated organizational redesign. Although limited in size, the company undertakes a wide range of projects, including design, supervision, and execution, while facing difficulties such as lack of specialization, inefficient internal communication, and constrained financial and human resources.

The analysis follows a multi-stage systemic methodology. The external and internal environment were first examined through SWOT and PESTEL frameworks, followed by mapping of the existing organizational structure using the Design and Control Systemic Methodology (DCSYM) and the Viable System Model (VSM), which revealed structural weaknesses, communication gaps, and inefficiencies in the project delivery cycle. Building on these diagnostic findings, a System Dynamics model is developed and simulated in VENSIM to test alternative scenarios for resource allocation, workload distribution, and risk management, and to validate the redesign proposals dynamically over time rather than as a static snapshot.

Simulation results confirm that the proposed organizational redesign – streamlined operations, digital project management tools, strengthened interdepartmental collaboration, and continuous feedback mechanisms – improves the company's responsiveness and resilience under fluctuating project loads and market conditions. The System Dynamics model further allows the identification of leverage points and delayed effects that were not visible through the structural (DCSYM/VSM) analysis alone, offering a more robust basis for decision-making.

Conclusions underline the added value of combining structural systemic methodologies with System Dynamics simulation for the redesign of small engineering enterprises, complementing earlier research on strategic planning and multi-project management in larger construction organizations. Recommendations are also provided for further improvement, including knowledge management systems, partnerships with larger firms, and the integration of sustainability practices.

KEYWORDS: Systemic Methodologies, Systems Thinking, System Dynamics, VENSIM, Organizational Redesign, Construction Sector, Small Enterprises

SCHEDULING:

Thursday 08th Oct.	15:30 - 17:15	VIRTUAL ROOM THU-1	GR

EA-67

Design and implementation of a Sustainable AI Management System for mitigation of GHG emissions in Food Retail Sector

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ABSTRACT

Effective and efficient AI-driven Sustainable Management System can reduce greenhouse gas (GHG) emissions in food retail sector by optimizing energy use, food waste as well as supply chain logistics. Sustainable Management is critical for the operation of a retail company due to limited resources, rising energy costs, unstable business environement as well as focus on ultra-fast picking, real-time inventory visibility and predictive replenishment.

Refrigeration and energy optimization, food waste, inventory management and Supply Chain are the main key drivers for sustainable operation of a food retail company. In particular, this research will focus on refrigeration and energy optimization in stores.

However operation costs are rising due unstable business conditions and high competiveness in retail sector. On the other hand, it is necessary to have an extensive AI Management System in order to fulfill legal requirements and other relevant stakeholders, good image, customer relationship and social responsibility.
The goals of Sustainable AI Management System are to predict optimal defrost cycles based on ambient weather and store traffic, cutting compressor energy waste, detect early micro refrigerant leakages in refrigeration systems before total failures occurs and manage the HVAC control system in a efficient way based on customer needs for a friendly environment and external temperatures.

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

Using the DCSYM and the VSM tools we will analyze the current situation of the

operation in the stores, we will show the communication flow between the daily operation of a store, the environmental conditions, the legal requirements, the technical support and customer needs. Following the results of the DCSYM Methodology help us to design the Sustainable AI Management System.
On the other hand with the Viable System Model of Stafford Beer we will design a model which will help us to understand the internal and external environment of a sustainable store and find processes for problem solving solutions, decisions and improvements.

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

The scope of Specific Sustainable Performance Indicators will be defined in order to set energy figures and it will be necessary to take into consideration influence factors of a store. Using the VSM model it will be identified the potential of optimization as well as measures for improvements.

To sum up, in oder to adapt an Sustainable AI Management System in a retail company for reduction of GHG emissions the plan process has to be carried out fast. This means that it will be necessary to implement all phases of this project which include baseline assessment, pilot depolyment, full integration and continuous monitoring. 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: Food Retail Sector, Sustainable AI Management System, DCSYM, Viable System Model (VSM), Real-Time Control.

SCHEDULING:

Thursday 08th Oct.	15:30 - 17:15	VIRTUAL ROOM THU-1	GR

EA-68

An Integrated Systemic Multi-Methodology for Energy Management in Island Water Utilities

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ABSTRACT

Municipal water supply and sewerage utilities operating on islands face a combination of high energy intensity, seasonal demand, water scarcity, dispersed infrastructure and volatile electricity costs. Although technical interventions such as efficient pumps, variable-frequency drives, photovoltaic systems and digital monitoring can reduce energy use, their long-term effectiveness depends on organisational coordination, reliable information flows and continuous verification. This study develops an integrated systemic framework for the energy management of the Municipal Water Supply and Sewerage Company of Rhodes (DEYAR), treating the utility as a complex sociotechnical system rather than as a collection of independent facilities.

The research combines strategic diagnosis and systemic multi-methodology. PESTEL and SWOT/TOWS analyses examine the external and internal environment, while Soft Systems Methodology, CATWOE and stakeholder analysis structure the problem situation and the required transformation. Value Stream Mapping identifies energy-related processes and information needs. The Design and Control Systemic Methodology and the Viable System Model are then used to analyse the AS-IS organisational structure and design a TO-BE energy-management architecture. The proposed Energy Management Unit acts as an integrating mechanism across existing operational, technical, financial and planning functions, supported by common energy-performance indicators, coordinated reporting and an independent System 3* verification channel. A public-service Business Model Canvas translates the design into implementation requirements, responsibilities and value outcomes.

System Dynamics modelling in Vensim evaluates the temporal effects of gradual implementation during 2026–2029 over a simulation horizon extending to 2035. Under the central scenario, combining a 10% improvement in energy efficiency with a 20% renewable-energy contribution reduces total electricity consumption by 10% and purchased grid electricity, annual electricity cost and electricity-related carbon emissions by 28% after full implementation. These results are scenario-based estimates under provisional assumptions and should not be interpreted as verified savings; recalibration with complete metering, SCADA, operational and financial data is required.

The main contribution is a transferable framework that connects organisational viability, energy-data governance and technical intervention within a single learning and control system. It demonstrates that energy transition in an island water utility depends not only on investment in equipment and renewable energy, but also on the institutional capacity to measure, coordinate, verify and adapt. The proposed architecture also establishes the data-governance foundations required for future predictive and AI-assisted energy management.

KEYWORDS: Systems Thinking, Energy Management, Viable System Model, System Dynamics, Water–Energy Nexus, Island Utilities

SCHEDULING:

Thursday 08th Oct.	15:30 - 17:15	VIRTUAL ROOM THU-1	GR

EA-69

Systemic Analysis of the Artificial Intelligence & Robotics Sector

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ABSTRACT

The Artificial Intelligence (AI) and Robotics sector is expanding at an exponential pace, with a compound annual growth rate exceeding 35% and a global market projected to surpass $500 billion by 2030. Despite this momentum, the sector faces a central structural problem: demand for specialized human capital is growing faster than supply. Because training an AI professional typically requires four to six years, a persistent imbalance—the Talent Gap—emerges, slowing the adoption of AI technologies by firms and organizations even where investment and innovation remain strong. This gap is not merely an operational nuisance but a systemic constraint whose effects propagate across the entire industry.

This study treats the AI and Robotics sector as a complex system and applies a combination of complementary systemic methodologies to understand its structure and its dynamic behaviour over time. Soft Systems Methodology (SSM), through a Rich Picture and a CATWOE analysis, is used to frame the problem situation and to identify the key actors—universities, technology firms, investors, customers, and regulators—together with their conflicting worldviews and expectations. The DCSYM methodology then provides a structural mapping of the sector across three critical subsystems: Human Capital (talent availability, turnover, and training delay), Market& Adoption (diffusion of AI technologies), and Research & Innovation (R&D and university or open-source collaboration). For each subsystem the study contrasts an Existing State with a proposed Transformed State. A key element of this transformation is the shift of inter-subsystem communication from distorted (D) to clear (C), together with the upgrade of managerial control from loose and reactive to proactive and KPI-driven. Finally, Causal Loop Diagrams (CLD) analyse the feedback dynamics of the two most critical subsystems through four loops (R1, B1, R2, B2), revealing a decisive link between the AI Talent Pool and the market Adoption Rate: without available talent, technology remains unused, so talent availability directly governs how quickly the market can absorb AI solutions.

The findings identify the Talent Gap as the single most important constraint on the sector's growth: no technology delivers value without the right people, and multi-year training delays make workforce planning a long-term strategic concern in which retention outweighs continuous recruitment. The analysis also shows how weak presales capability, low CRM adoption, and an underused research function reinforce slow market diffusion, while stronger word-of-mouth and active

R&Dcollaboration accelerate it. On this basis, the study proposes concrete transformation measures: structured retention programmes and career paths, faster talent development through bootcamps, an autonomous presales function, mandatory CRM use supported by an AI-literacy programme, and active research partnerships. Together these measures address the root cause rather than its symptoms and offer a coherent, systemic foundation for the sustainable development of the AI and Robotics sector. The combined use of SSM, DCSYM, and CLD demonstrates how qualitative systemic tools can jointly illuminate both the structure and the underlying dynamics of a fast-evolving industry, providing a transferable template for analysing other technology-driven sectors facing similar talent and adoption challenges.

KEYWORDS: AI & Robotics, Sector Study, SSM, DCSYM, Causal Loop Diagrams, Talent Gap

SCHEDULING:

Thursday 08th Oct.	15:30 - 17:15	VIRTUAL ROOM THU-1	GR

EA-70

The Digital Transformation of Public Administration: The Case of the Unified Digital Portal gov.gr

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ABSTRACT

Introduction – Purpose
The digital transformation of Public Administration constitutes a key pillar of contemporary administrative reforms, aiming to improve the quality of public services, reduce bureaucracy, and enhance transparency and citizens' trust. This study examines the digital transformation of the Greek Public Administration and its impact on the functioning of public services and the relationship between the state and citizens. The purpose of the research is to investigate the effect of digitalization on the quality and effectiveness of public services, transparency and accountability, as well as the role of digital skills, human resource readiness, and the challenges accompanying the digital transition, with particular emphasis on the case study of the Unified Digital Portal gov.gr.

Methodology
The study adopted a qualitative methodological approach, using questionnaires and written interviews as data collection tools.

Results
The findings indicate that digitalization has contributed to improving the functioning and accessibility of public services, while also strengthening transparency and accountability. However, the results highlight that the success of digital transformation largely depends on the development of digital skills, organizational readiness, and the effective addressing of the digital divide.

Conclusions
The digital transformation of Public Administration in Greece is an ongoing process that requires a holistic and human-centered approach in order to create public value.

KEYWORDS: digital transformation, Public Administration, gov.gr, public value, digital skills

SCHEDULING:

Thursday 08th Oct.	15:30 - 17:15	VIRTUAL ROOM THU-2	GR

EA-71

From TQM to Quality 4.0: Organizational Quality Maturity and Digital Transformation in Public Administration – Evidence from the Region of Epirus

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ABSTRACT

The transition from traditional Total Quality Management (TQM) to Quality 4.0 is changing the way in which public organizations are dealing with quality, organizational learning, digitalization and continuous improvement. Technological innovation is not enough in the era of artificial intelligence; so is the organizational commitment, employee engagement, efficient human resource management and performance evaluation culture. It is in this context that the present study assesses the perceptions of organizational quality maturity of the employees of the Region of Epirus, Greece and whether these perceptions vary based on some of the most important demographic and organizational variables.

This study is part of a larger empirical study on the implementation of TQM in regional public administration of Greece. The main data was gathered with a questionnaire distributed among employees of the Region of Epirus. The sample was 403 employees. The tool used covered six interconnected dimensions of organizational quality: Leadership and Strategy; People and Human Resource Management; Processes and Digital Transformation; Results and Impact; Performance Evaluation; Agility, Innovation and Continuous Improvement. Internal consistency of the six dimensions was high within internal reliability, and empirical structure analysis indicates that there are solid core quality areas.

On average, employees would have a rather moderate-to-positive perception of organizational quality. the Results and Impact dimension was evaluated best, followed by the Processes and Digital Transformation dimension, while the Performance Evaluation and Agility, Innovation and Continuous Improvement dimensions were evaluated less well. Moreover, the six dimensions are strongly correlated with each other, indicating the systemic nature of quality management in public administration.

Inferential analysis has revealed a particular organizational pattern. In particular, there was no systematic difference in the perceptions of employees based on gender, age or Regional Unit. In all six quality dimensions there were statistically significant differences in educational level and organizational position. Educational higher categories generally had a positive view about quality practices while employees of various organizational positions made systematic differences in the perceptions of the organization. An item-level analysis has also shown that these differences were found in many of the questionnaire items. The relationship between length of service and perceived quality was significantly weaker, and statistically significant differences were only seen in the Performance Evaluation dimension.

The results of the study show that the transition from TQM to Quality 4.0 in public administration cannot be considered as a technologically driven change. It is a system of organizational change in which digitalization, leadership, human resource management, performance management, employee engagement and continuous improvement are all connected. Moreover, the differences between educational and hierarchical categories reveal that organizational quality maturity may not be experienced homogenously even within one and the same public organization. The preliminary results are evidence-based for the development of more inclusive quality management and digitalization strategies in public administration as the era of artificial intelligence dawns.

KEYWORDS: TQM, Public Administration, Digital Transformation, Organizational Quality

SCHEDULING:

Thursday 08th Oct.	15:30 - 17:15	VIRTUAL ROOM THU-2	GR

EA-72

The impact of spirituality on organizational leadership and the sustainability of organizations and businesses

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ABSTRACT

This study investigates the influence of spirituality on organizational leadership and on the sustainability of contemporary organizations and enterprises. Within the context of an increasingly demanding business environment, in which organizations are called upon to reconcile economic growth with ethical decision-making and environmental and social responsibility, spirituality emerges as a fundamental factor in shaping sustainable leadership paradigms. The study is based on an extensive systematic literature review, covering publications from 1995 to 2025, drawing on academic repositories such as JSTOR, Google Scholar, ProQuest, and Scopus. Following successive stages of screening applied to an initial pool of more than 950 articles, the final sample was refined to 82 studies, which were subsequently analyzed through thematic analysis conducted in accordance with the PRISMA guidelines. The findings demonstrate that leadership oriented toward spiritual values contributes to enhanced ethical decision-making, increased organizational resilience, and the cultivation of trust among stakeholders, while simultaneously reinforcing all three dimensions of the triple bottom line—economic, social, and environmental. The study further proposes a conceptual model according to which leaders' spiritual commitment shapes an organizational culture of trust, which in turn leads to long-term sustainability. Notwithstanding certain limitations—namely, the predominantly cross-sectional nature of most primary studies reviewed and the linguistic focus on English-language literature—this work contributes to the academic body of knowledge by offering a comprehensive synthesis and by paving the way for future empirical research aimed at quantifying the relationship between spiritual leadership and sustainability.

KEYWORDS: spirituality, organizational culture, spiritual leadership, sustainability

SCHEDULING:

Thursday 08th Oct.	15:30 - 17:15	VIRTUAL ROOM THU-2	GR

EA-73

Impact of e-HRM on employee attitudes and organizational performance: Evidence from the Greek Public Sector

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ABSTRACT

The relationship between electronic Human Resource Management (e-HRM) practices and organizational performance has been invigorated by the notion that these practices result in enhanced individual and organizational performance. Nonetheless, the literature on e- HRM -performance relationship has mainly focused on private sector organizations and there has been very limited research on public service organizations in the Greek context. This study focuses on the relatively understudied Greek public Organizations. On the basis of a public-organizations survey, the impact of e-HRM practices on employee attitudes and organisational performance are assessed. The study is quantitative and examines the effects of e-HRM practices on individual worker attitudes in the Greek public Sector and more specifically in essential public services including education, public administration and local government, justice, social services and the Independent Authority for Public Revenue. The empirical evidence has shown that the effects of specific e-HRM practices, such as e-learning and development, e-performance management and e-payroll and reward management gave a significant and positive impact on employee attitudes, HR process efficiency and organizational performance. The results also indicated that e-HRM adoption is strongly influenced by the perceived usefulness, ease of use, self-efficacy and organizational support. The study also concludes that although there are significant positive effects of some bundles of e-HRM practices and employee attitudinal outcomes, there are other factors that may positively or negatively moderate the effectiveness of these practices. Employee attitudes and process efficiency also act as mediating mechanisms through which e-HRM practices enhance organizational performance. Overall, it is confirmed that e-HRM systems serve as a strategic driver of performance, innovation and competitiveness.

KEYWORDS: e-HRM practices, e- HRM outcomes, employee attitudes, organizational performance

SCHEDULING:

Thursday 08th Oct.	15:30 - 17:15	VIRTUAL ROOM THU-2	GR

EA-74

The Impact of Crew Management on Vessel Financial Performance: A System Dynamics Approach in the Shipping Industry

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ABSTRACT

This study examines the impact of crew management on the operational efficiency and financial performance of vessels within the shipping industry, using a System Dynamics approach. Recognizing human capital as a critical factor in maritime operations, the research integrates human resource management with financial and operational variables to provide a holistic understanding of vessel performance throughout its lifecycle.

The research uses Alma Shipmanagement& Trading S.A. as a case study, with particular emphasis on the employment and management of Syrian seafarers. Key crew-related factors examined include competency, professional training and development, certification recognition, language proficiency, cultural adaptability, workforce availability, and crew retention. Particular attention is also given to the challenges arising from geopolitical restrictions, visa limitations, international sanctions, and regulatory requirements that may affect crew deployment and operational continuity.

A System Dynamics model is developed using Vensim to represent the complex relationships between human resource, operational, and financial factors over a five-year vessel lifecycle. The model incorporates variables such as vessel value, operating income and expenses, cash flow, loan balance, operating days, crew competency, training, and turnover. It also considers external influences, including freight market volatility, the Baltic Dry Index, charter rates, geopolitical developments, and certification requirements. Through scenario analysis, the model provides a framework for evaluating the long-term consequences of alternative management strategies.

The study demonstrates the strategic importance of integrating crew management into broader vessel and financial management decisions. Investment in training, certification support, language development, and professional development can strengthen crew competency, improve communication and operational efficiency, support workforce retention, and ultimately contribute to improved vessel financial performance.

The research concludes that effective maritime management requires an integrated approach in which human, operational, technical, and financial factors are treated as interconnected elements of the same dynamic system. System Dynamics can therefore serve as a valuable decision-support tool, enabling shipping companies to evaluate alternative strategies, anticipate long-term consequences, and make more informed decisions that support operational resilience, profitability, and sustainable organizational performance.

KEYWORDS: Crew Management, System Dynamics, Vessel Financial Performance, Human Resource Management, Syrian Seafarers, Maritime Industry

SCHEDULING:

Thursday 08th Oct.	15:30 - 17:15	VIRTUAL ROOM THU-3	GR

EA-75

AI-Driven Digital Transformation and Project Management Framework for Maritime Technical Service Organizations: The Case of Turbo General

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ABSTRACT

The maritime technical services sector operates in a demanding and highly information-intensive environment. Companies are expected to respond quickly to customer requests, manage complex technical knowledge, comply with changing regulations and coordinate activities across different departments and international partners. In this context, the way information and organizational knowledge are managed has a direct impact on both operational efficiency and decision-making.

This study examines the digital transformation of Turbo General, a maritime technical services company, and develops a systemic framework that brings together Systems Thinking, Project Management and Artificial Intelligence. The starting point of the study was a practical organizational challenge: the company already possesses significant technical expertise and experience, but important information is often dispersed across emails, spreadsheets, documents, information systems and the knowledge of individual employees. As a result, finding and reusing the right information can be time-consuming and may depend heavily on specific people.

To understand the problem in a structured way, the study combines strategic and systemic methods. PESTEL, SWOT and the Business Model Canvas are used to examine the company's environment and business model. Soft Systems Methodology, including Rich Picture and CATWOE analysis, is then used to explore the problem situation, the stakeholders involved and the desired transformation. DCSYM is applied to model the current and proposed organizational structure, control relationships and communication flows. The analysis shows that the main need is not to redesign the company's hierarchy, but to improve the way information moves across the organization. Causal Loop Diagrams are also used to explore how knowledge, digital transformation, business performance and resistance to change interact over time.

Based on these findings, the study proposes an AI-Enabled Digital Knowledge Management Platform that connects ERP/CRM, a centralized Knowledge Base, a Document Management System, Business Intelligence tools and AI-supported knowledge search and decision support. The proposed transformation is organized as a 12-month implementation project, supported by a Project Charter, governance structure, stakeholder analysis, Work Breakdown Structure, milestones, deliverables, training, pilot operation and change management.

The expected outcome is a more connected and knowledge-driven organization, with better access to information, improved knowledge retention and reuse, stronger collaboration between departments and better support for decision-making and customer service. The main contribution of the study is the combination of systemic methodologies, digital technologies, knowledge management, AI and Project Management in one coherent transformation framework for maritime technical service organizations.

KEYWORDS: Systems Thinking, Digital Transformation, Project Management, Knowledge Management, Artificial Intelligence, Maritime Technical Services

SCHEDULING:

Thursday 08th Oct.	15:30 - 17:15	VIRTUAL ROOM THU-3	GR

EA-76

A Systemic Decision-Support Framework for Geopolitical and Maritime Risks in the Petroleum Products Sector

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ABSTRACT

This certification project examines the petroleum products sector as a complex dynamic system in which supply, demand, prices, inventories, maritime routes and geopolitical risks interact continuously. The study focuses on how systemic thinking can support the understanding and management of geopolitical and maritime disruptions affecting crude oil and refined product flows.

The project combines sectoral analysis with systemic methodologies and applied modelling. PESTEL and SWOT analyses are used to identify the external and internal conditions shaping the sector. Soft Systems Methodology, CATWOE, Rich Picture, DCSYM diagrams and causal loop diagrams are then applied to structure the problematic situation and represent the relationships among key actors, risks, flows and decisions. A System Dynamics case study developed in Vensim explores the potential effects of a disruption in the Strait of Hormuz on supply reduction, inventory drawdown, backlog demand and price pressure.

The study also introduces Aegis, a prototype public-data decision-support framework designed to transform open and semi-open data sources into risk indicators, scenarios and decision outputs. The proposed platform logic connects maritime chokepoint monitoring, freight pressure, inventory stress, route review, procurement timing, hedging and compliance escalation. The framework is not presented as a price-forecasting tool, but as a structured environment for scenario analysis, assumption transparency and decision readiness.
The contribution of the project lies in demonstrating how systemic methodologies can bridge qualitative understanding, dynamic modelling and practical decision support. In a sector exposed to rapid geopolitical and maritime shocks, the ability to convert data into structured scenarios and scenarios into actionable decisions becomes a key element of organisational resilience.

KEYWORDS: Systemic Thinking, Petroleum Products, Geopolitical Risk, Maritime Chokepoints, System Dynamics, Decision Support

SCHEDULING:

Thursday 08th Oct.	15:30 - 17:15	VIRTUAL ROOM THU-3	GR

EA-77

Dynamic Communications and Efficiency Enhancement at Fair Seas Shipping Services

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ABSTRACT

Background & Problem Description Fair Seas Shipping Services operates as a global maritime agency and repair organization with presence in Piraeus, Syros (Greece), and Singapore. The company faces two critical operational challenges: significant time zone differences between European and Asian offices, and fragmented organizational structures that impair internal communication and human resource management. The Operations Department, serving as a core functional unit, frequently experiences delays, miscommunications, and coordination bottlenecks that compromise service delivery and increase operational costs.

Methodology & Systemic Framework

To diagnose and resolve these structural issues, this study applies a multi-methodological systemic approach:

Soft Systems Methodology (SSM): Used to capture stakeholder perspectives, manage organizational complexity, and define key systemic parameters via Rich Pictures and CATWOE analysis.

Design and Control Systemic Methodology (DCSYM): Utilized alongside the DCSYM CASE Tool to model current operational flows (As-Is state), design an optimized target structure (To-Be state), and evaluate systemic complexity metrics.

System Dynamics & Vensim Modeling: Applied to simulate feedback loops, time delays, and causal relationships governing company revenue, departmental communications, and external geopolitical influences.

Key Findings& Organizational Redesign The diagnostic phase revealed that the initial state contained 21 communication paths, excessive direct interventions by top management, and distorted communication flows between sales and operational units. To optimize performance, the study proposes structural interventions:

Centralized Operational Oversight: Establishing a single Head of Operations in

Piraeus to oversee Operations Managers in Syros and Singapore, removing fragmented leadership.

Streamlined Executive Reporting: Re-routing communication so that the General Manager interacts exclusively with two key department heads (Head of Operations and Sales Manager), improving decision speed and strategic focus.

Metrics Reduction: The redesigned model reduced total communication links from 21 to 14, dropped systemic control links from 17 to 13, and lowered overall complexity/cost metrics from 94.00 to 81.00.

Strategic Implications& Future Directions The systemic redesign effectively mitigates time-zone friction by creating an integrated operational framework that operates as a single virtual entity. Beyond immediate communication gains, the research emphasizes the role of artificial intelligence (NLP document processing, predictive vessel arrival tracking) as a future digital actor to further automate operational workflows. Ultimately, the study demonstrates how soft and hard systemic methodologies can be combined to transform fragmented maritime operations into agile, resilient organizations.

KEYWORDS: Systemic Management, Soft Systems Methodology (SSM), DCSYM, Maritime Communications, System Dynamics, Operational Efficiency

SCHEDULING:

Thursday 08th Oct.	15:30 - 17:15	VIRTUAL ROOM THU-3	GR

EA-78

A Systemic Study on Optimizing the Organization and Allocation of Human Resources at FOOD S.A.

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ABSTRACT

Organizations in the food distribution sector operate within increasingly complex supply chains, coordinating internal departments (warehousing, packaging, logistics) with external partners (suppliers, third-party warehouses, carriers). Inefficient allocation of human resources within this network often produces cascading effects: uneven staffing, overlapping responsibilities, poor information flow, and underused employee skills — ultimately driving up operating costs and reducing service quality. This study addresses that problem through an integrated systemic methodology applied to a case company (anonymized as "FOOD S.A."), based on real organizational data and professional observation.

The investigation proceeds through six complementary methodologies, each building on the findings of the previous one rather than operating as an isolated technique. Soft Systems Methodology (SSM) is used first to surface stakeholder perspectives and define a Root Definition of the desired transformation through Rich Picture and CATWOE analysis. The Design and Control Systemic Methodology (DCSYM) then models the organization's actual structure, comparing an AS-IS and TO-BE configuration to pinpoint a specific structural bottleneck — a single-person commercial support role — and proposes a documented structural remedy. Causal Loop Diagrams reveal two competing feedback dynamics: a reinforcing loop linking staff allocation to productivity and profitability, and balancing loops through which rising demand, without timely capacity adjustment, produces overtime, errors, and declining customer satisfaction — a "limits to growth" pattern. These loops are then quantified through a System Dynamics simulation model built in Vensim, comparing the current state against two improvement scenarios over a 24-month horizon.

Simulation results show substantial gains from full implementation: productivity increases by 84.5%, overtime is eliminated, delivery time falls by 92.9%, and customer satisfaction rises by 15.6%. Notably, operating costs increase moderately (+9%) rather than decrease, since the low cost of the current state reflects workforce attrition rather than efficiency — a finding that reshaped the project's cost objective. Building on these results, the study proposes targeted digital transformation measures (HR analytics, AI-supported scheduling, warehouse automation, integrated dashboards), evaluates organizational viability using the

Viable System Model, and applies Critical Systems Heuristics to examine whose interests are served, who participates in decision-making, and what safeguards protect employees affected by automation and AI-based evaluation. A 12-month project plan with six measurable, evidence-based objectives translates the findings into an implementable roadmap.

The study demonstrates that sustainable organizational improvement requires combining structural, dynamic, technological, and critical-ethical perspectives — not any single methodology in isolation.

KEYWORDS: Soft Systems Methodology, System Dynamics, Viable System Model, Critical Systems Heuristics, Human Resource Allocation, Digital Transformation

SCHEDULING:

Thursday 08th Oct.	17:30 - 19:00	VIRTUAL ROOM THU-3	GR

EA-79

Systems Analysis and Project Organization to Improve Communications, Order Flows, and Bottlenecks in a Metal Fabrication Plant

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ABSTRACT

This study, developed as a CSAP Certification Project, examines the case of E. Pitsilos & Co., a small Greek manufacturing company operating in the fields of metal fabrication and small electric household appliance production, as an open socio-technical system. The research focuses on the systemic improvement of organizational communication, order flow management and production bottleneck control within a real manufacturing environment characterized by high product variety, customized metal constructions, family-based management, limited administrative capacity and strong dependence on experiential knowledge.

The central problem addressed is not treated as an isolated production or communication issue, but as the outcome of interdependent flows of information, decisions, materials and production work. Multiple entry channels for customer requests, overlapping managerial roles, informal communication practices, delays in technical study, supplier-related uncertainties and limited visibility of production load create reinforcing patterns of congestion. These patterns reduce delivery predictability and increase managerial pressure, leading to last-minute interventions and further operational instability.

A combined systemic methodology is applied. Soft Systems Methodology (SSM) is used to structure the problematic situation, identify stakeholders and formulate the desired transformation. The rich picture and CATWOE analysis support the interpretation of different perspectives and clarify the purpose of the intervention. Design and Control Systemic Methodology (DCSYM) is then employed to represent the existing and proposed organizational structures, communication channels and control relations. Causal Loop Diagrams connect the qualitative organizational diagnosis with dynamic feedback mechanisms, while Vensim-based system dynamics modelling simulates the flow from quotation to order, technical study, production and completion. Project management tools, including a project charter, RACI matrix, Gantt planning, KPIs and risk analysis, convert the systemic diagnosis into an implementable improvement project. Finally, the Theory of Constraints provides the managerial logic for identifying, protecting and improving the system's actual bottleneck.

The study concludes that the company's performance can be improved without introducing excessive bureaucracy or undermining its flexibility. The proposed intervention focuses on central request recording, technical evaluation gates, material availability checks, production load visibility, weekly bottleneck reviews and gradual digital support through simple tools, with the potential for future AI-assisted coordination. The contribution of the study lies in demonstrating how systemic analysis can support practical organizational learning and operational improvement in a small manufacturing enterprise.

KEYWORDS: Systems Thinking; Soft Systems Methodology; DCSYM; System Dynamics; Theory of Constraints; Project Management; Manufacturing Systems; Organizational Communication; Production Bottlenecks; Process Improvement

SCHEDULING:

Thursday 08th Oct.	17:30 - 19:00	VIRTUAL ROOM THU-3	GR

EA-80

Systemic Modelling and Simulation of the Business Dynamics of M Pallet SA: An Application of DCSYM and VENSIM for Production Optimisation and Decision Support

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ABSTRACT

This study, developed as a CSAP Certification Project, applies systemic analysis and dynamic simulation to the production system of M Pallet SA, a wooden pallet manufacturer based in Karditsa, Greece. The company employs 30 people and has recently had to recover from the Ianos and Daniel floods that struck the region of Thessaly. The study was motivated by a practical observation drawn from daily involvement in the firm: most operational decisions are taken empirically, and their consequences for the system as a whole are rarely visible in advance.
The central finding of the diagnosis is that the company's delivery delays do not stem from insufficient capacity or workforce, but from the way information circulates. Production instructions are transmitted orally and on handwritten notes, procurement orders timber on the basis of stock levels rather than the cutting schedule, and no feedback on production progress reaches the planning function. As a result, some workstations are overloaded while others stand idle, and problems become visible only after they have already caused a delay.

Three methodologies are combined in sequence. Soft Systems Methodology is used first to clarify the problem situation through a Rich Picture, a Root Definition and a CATWOE analysis, and to compare a conceptual activity model against actual practice. The Design and Control Systemic Methodology (DCSYM) is then applied to map roles, entities and information flows in both the current and the proposed state, making the missing horizontal and feedback links explicit. Finally, the qualitative picture is converted into the structure of a System Dynamics model intended for the Vensim environment, with four stocks (raw material, work in progress, finished pallets and order backlog), six flows, explicit equations, and documented time delays. Two causal loops are identified: a reinforcing loop linking training to productivity and revenue, and a balancing loop in which delays trigger delayed maintenance response, producing recurring cycles of congestion.

The proposed state introduces unified digital order registration through an ERP system, CNC cutting automation, systematic staff training, and a shift from push to pull production logic. The study argues that the order of implementation matters: automation introduced before information visibility would merely move the bottleneck downstream, whereas digital registration yields benefits even without new equipment.

The work deliberately stops at structural specification and scenario design. Two twelve-month scenarios were defined under identical demand conditions, but the simulation was not executed, since the absence of historical digital records prevents calibration. The model is therefore a comparative rather than a predictive instrument, and quantitative evaluation is proposed as the next stage, conditional on the operational data that the ERP system would generate.

KEYWORDS: systemic analysis, Soft Systems Methodology, DCSYM, system dynamics, Vensim, pallet manufacturing, ERP, production planning

SCHEDULING:

Thursday 08th Oct.	17:30 - 19:00	VIRTUAL ROOM THU-3	GR

EA-81

Strategic Transition from Private Label to Owned Brand: A Holistic Systemic Analysis and Redesign of a Cosmetics Manufacturing Company

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ABSTRACT

The object of this thesis is the holistic, multi-methodological systemic analysis and redesign of a cosmetics manufacturing unit, aiming at its strategic transition from the traditional Private Label model to the development and establishment of an Owned Brand. For this purpose, a combined approach of qualitative and quantitative systemic tools was adopted.

Initially, the Soft Systems Methodology (SSM) was applied to qualitatively define the problem and map the stakeholders' needs. Subsequently, through the DCSYM systemic methodology, the current state (As-Is model) was mapped, and the critical bureaucratic bottlenecks of Management approvals were identified. The proposed redesign (To-Be model) achieved managerial decentralization, thereby reducing cyclomatic complexity.

On the quantitative side, a dynamic simulation model was developed within the VensimPLE software environment, which highlighted the significance of time lags (Marketing Delay and Expansion Delay). The simulation revealed the systemic 'worse-before-better' phenomenon, proving that the company faces short-term liquidity pressure during the first 4-6 months, but achieves exponential cash growth exceeding €60,000 within a 24-month horizon. The model's validity was certified through an Extreme Condition Test and cross-validation by successfully transferring and executing it in the AnyLogic software, recording absolute mathematical alignment of the results.

Finally, the long-term viability of the organization was cybernetically fortified using the Viable System Model (VSM), designing an automated Algedonic Channel for crisis management. Uncertainty management was structured through the Strategic Choice Approach (SCA) methodology with the formulation of a flexible action plan (Commitment Package), while the Theory of Constraints (TOC) ensured the continuous systemic improvement of production capacity. In conclusion, this thesis demonstrates that digital transformation and the integration of Artificial Intelligence technologies (AI Era) in R&Dand QA/QC (pH IoT sensors) transform the unit into a highly agile, autonomous, and sustainable organization.

KEYWORDS: Systemic Thinking, Simulation, Vensim, AnyLogic, DCSYM, SSM, VSM, SCA, TOC, Digital Transformation, Artificial Intelligence (AI), Cosmetics Owned Brand.

SCHEDULING:

Thursday 08th Oct.	17:30 - 19:00	VIRTUAL ROOM THU-3	GR

EA-82

When Dark Leaders Meet Intelligent Systems: A Systemic Model of AI-Enabled Self-Serving Leadership and Employee Voice

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ABSTRACT

Artificial intelligence (AI) is increasingly being integrated into managerial systems that determine all aspects of work, evaluate performance and make organizational decisions. Research on algorithmic management and dark leadership has developed in parallel the last decades: the former primarily examines how algorithms reshape work and control, whereas the latter focuses on how leaders' dark characteristics affect followers and organizations. This conceptual paper connects these literatures through a socio-technical systems perspective and asks how AI-enabled managerial systems may amplify or constrain the organizational expression of leaders' self-serving tendencies and when employee voice can operate as corrective feedback.
We develop a three-proposition systemic model based on algorithmic legitimization, which is defined as the strategic appropriation of the objective appearance and authority of AI-generated outputs by a human decision-maker to depersonalize and justify a discretionary decision that can either advance or conceal a self-serving agenda. We distinguish this process from algorithmic opacity, trust and legitimacy. It further theorizes discretion–attribution decoupling as the explanatory mechanism through which substantive human discretion may be retained while perceived decision authorship shifts towards the AI system.

The model provides us with three core propositions. First, leaders higher in dark personality characteristics are expected to be more likely to pursue self-serving agendas. However, the form and strength of this relationship may differ across

psychopathic, Machiavellian and narcissistic characteristics. Second, we expect self-serving leaders to be more likely to strategically appropriate algorithmic authority when they retain discretion over the selection, interpretation or presentation of AI outputs while decision authorship is attributed to the system. Third, algorithmic legitimization is predicted to be negatively associated with employee voice, with this relationship weakening when contestability is high and consequential human accountability keeps managerial discretion visible and subject to challenge.

In addition to these propositions, two recursive dynamics extend the model systemically. A self-serving reinforcement loop (R1) may occur when ineffective voice weakens corrective feedback and reduces the likelihood that in the future such misbehavior will be exposed via algorithmic legitimization. Conversely, an employee-contestation balancing loop (B1) may emerge when consequential voice re-exposes human discretion and prompts changes in governance arrangements. These feedback dynamics treat AI not as an autonomous causal actor but as part of an evolving configuration of technology, authority, information and human agency.

This study contributes to Applied Systemic Management in the AI Era by moving beyond issues of model accuracy and technical transparency towards the design of the managerial system in which AI operates. We propose four interconnected design principles—authority, transparency, contestability and accountability design—intended to preserve AI's decision-support value while reducing opportunities to use algorithmic authority as a shield for self-serving leadership.

KEYWORDS: Keywords: dark leadership, artificial intelligence, algorithmic management, algorithmic legitimization, employee voice, socio-technical systems

SCHEDULING:

Thursday 08th Oct.	19:15 - 20:45	VIRTUAL ROOM THU-1	GR

EA-83

A Framework for Managing AI-Augmented Digital Transformation Projects: A Systemic Management Perspective

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ABSTRACT

Digital transformation projects are increasingly augmented by artificial intelligence systems that support or automate forecasting, risk identification, resource allocation, requirements analysis, software development, testing, stakeholder communication, and operational decision-making. The introduction of AI, however, does not simply add a new technological tool to the project management environment. It alters the structure of the project system by introducing learning algorithms, automated recommendations, dynamic data dependencies, and potentially autonomous agents into existing interactions among project teams, users, sponsors, suppliers, governance bodies, and operational functions.

Existing project management approaches remain predominantly focus on planning, execution, monitoring, and control against predefined objectives. Although these approaches provide necessary structure and accountability, they are not sufficient for managing the emergent behaviours, nonlinear interactions, shifting system boundaries, and continuous learning associated with AI-augmented transformation initiatives. Recent research also indicates that digital transformation should be understood as a sociotechnical and organizational change rather than solely as the implementation of digital technologies.

This conceptual paper proposes a systemic management framework for AI-augmented digital transformation projects. It integrates Sociotechnical Systems Theory, Complex Adaptive Systems thinking, Dynamic Capabilities, and adaptive project governance. The framework consists of five interconnected dimensions: system boundaries and stakeholder ecology; human–AI collaboration and decision rights; feedback loops and organizational learning; adaptive governance and risk management; and multidimensional value realization.

The framework views the project as an evolving sociotechnical ecosystem in which human actors, AI systems, organizational structures, technologies, data, controls,

and external institutions continually interact. Governance is conceptualized as a feedback-enabled coordination mechanism rather than as a periodic control process. Decision rights and levels of human oversight are adapted according to the impact, reversibility, uncertainty, and autonomy of AI-supported decisions. Project success is assessed not only through time, cost, and scope, but also through adoption, AI system quality, risk outcomes, organizational learning, strategic alignment, and realized benefits.

The paper consequently proposes that the role of the project manager is evolving from a controller of activities toward a systems orchestrator. The systems orchestrator designs interactions, clarifies system boundaries and accountabilities, manages feedback, balances autonomy with assurance, and connects delivery performance with strategic value.

KEYWORDS: Artificial Intelligence, Systems Thinking, Project Management, Digital Transformation

SCHEDULING:

Thursday 08th Oct.	19:15 - 20:45	VIRTUAL ROOM THU-1	GR

EA-84

From AI Adoption to Systemic Integration: A CEO-Centred Multimethodology Framework for Contemporary SMEs

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ABSTRACT

The rapid development and diffusion of Artificial Intelligence (AI) are creating significant opportunities for small and medium-sized enterprises (SMEs), ranging from process automation and data analytics to forecasting, decision support, and organisational learning. However, access to AI technologies and the adoption of individual applications do not automatically lead to effective organisational integration or business value creation. Recent literature highlights a complex set of interdependent challenges for SMEs, including limited knowledge and skills, constrained financial and technological resources, low levels of digital maturity, data quality issues, organisational culture, coordination, and governance.

This paper argues that AI adoption, organisational integration, and AI-enabled value creation should be treated as three distinct levels of organisational transformation. Technology adoption represents only the initial step. Sustainable value emerges when AI is coherently embedded into business processes, information flows, human roles, control mechanisms, and the strategic direction of the enterprise. From this perspective, the AI challenge facing SMEs is not merely technological; it is fundamentally systemic and managerial.

Accordingly, the central research question shifts from whether an SME should adopt AI to a more consequential managerial issue: once an SME decides to deploy AI, how can its Chief Executive Officer manage its systemic integration in a way that creates business value without undermining human judgement, organisational coordination, adaptability, and overall organisational viability?

To address this question, the paper proposes a CEO-centred Systemic AI Integration Framework that combines Soft Systems Methodology (SSM), the Viable System Model (VSM), multimethodology, and Design Science Research. SSM is used to structure complex problem situations and capture multiple stakeholder

perspectives. VSM supports the diagnosis of organisational functions related to operations, coordination, control, environmental intelligence, and policy. Multimethodology provides the rationale for integrating these complementary approaches, while Design Science structures the design, application, and subsequent empirical evaluation of the proposed managerial framework.

The framework organises AI integration as an iterative managerial process that begins with understanding the underlying business problem, proceeds through systemic diagnosis and AI suitability assessment, and then moves to process redesign, the definition of human oversight and accountability, performance evaluation, feedback, and organisational learning.

The paper makes three interrelated contributions. Theoretically, it distinguishes AI adoption from systemic integration and value creation. Methodologically, it integrates SSM, VSM, multimethodology, and Design Science into a unified intervention framework. Managerially, it reconceptualises the SME CEO as a systemic integrator and provides a structured approach for deciding where, why, when, and under what organisational and human-governance conditions AI should be deployed.

The paper therefore advances a central proposition: it is not sufficient for an SME simply to adopt AI; it must develop the organisational capability to manage AI systemically. In this view, AI is not positioned as a substitute for managerial judgement, but as a mechanism for augmenting it within a coherent, adaptive, and viable organisational system.

KEYWORDS: Systemic Management; Artificial Intelligence; Small and Medium-Sized Enterprises; Viable System Model; Soft Systems Methodology; Managerial Decision-Making

SCHEDULING:

Thursday 08th Oct.	19:15 - 20:45	VIRTUAL ROOM THU-1	GR

EA-85

Managing AI-Supported Decision-Making as a Socio-Technical System: Groupthink and Employee Voice

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ABSTRACT

Artificial intelligence (AI) is increasingly embedded in organizational decision-making, changing how employees access information, evaluate alternatives, and contribute to collective judgments; While research has emphasized AI's potential to enhance information processing, decision support, and organizational efficiency, yet its consequences depend not only on technical capabilities but also on how AI is socially integrated into collective work. This omission is important because employee voice behavior represents a critical mechanism which affects a wide range of organizational processes. AI-supported decision environments may create conditions under which groupthink is either reduced or intensified, depending on how AI-generated recommendations are socially interpreted and incorporated into collective decision process. This conceptual paper examines how AI-supported decision-making may shape employee voice through groupthink dynamics. Drawing on Socio-Technical Systems (STS) Theory as the overarching perspective, we consider AI-supported decision-making as a configuration in which technological outputs interact with authority, interpretation, conformity, and dissent. AI may weaken groupthink when it broadens information search and stimulates critical evaluation; however, it may reinforce groupthink when its recommendations acquire authoritative status and become difficult to challenge. Groupthink, in turn, can suppress employee voice through conformity pressures and self-censorship. Three propositions specify these relationships. The framework offers a systemic explanation for why similar AI capabilities may generate opposing organizational outcomes depending on how they are socially integrated. In the context of applied systemic management, this paper identifies the design of authority, dissent, roles, and feedback as practical levers for integrating AI without allowing technological authority to displace collective judgement. The paper provides a focused foundation for future empirical research on voice-preserving AI governance in collective decision-making.

KEYWORDS: AI; groupthink; employee voice; socio-technical systems

SCHEDULING:

Thursday 08th Oct.	19:15 - 20:45	VIRTUAL ROOM THU-1	GR

EA-86

From Bureaucratic Rigidity to Systemic Viability: A Multimethodological Framework for Digital Transformation in Education Administration Using VSM, BPMN, DCSYM, and Artificial Intelligence

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ABSTRACT

The allocation and assignment of teaching staff to public schools is a highly complex problem, traditionally characterized by bureaucratic rigidity, siloed information, and ex-post control mechanisms. Conventional digitalization methods frequently fail to absorb organizational variety, thereby leading to operational entropy.

This paper proposes an innovative framework for systemic redesign and architectural design, based on the convergence of three complementary systemic tools: the Viable System Model (VSM) for structural integrity, BPMN 2.0 for the operational alignment of flows, and the Dynamic Cybernetic System Methodology (DCSYM) for dynamic control and self-regulation. A cornerstone of this multimethodology is the organic integration of Artificial Intelligence (AI), which functions as the organization's "nervous system."

The transition to this new model demonstrates that the organization transforms into a Viable System capable of dynamically balancing complexity. This transformation results in a drastic reduction of organizational entropy, absolute auditability, the elimination of human errors, and the conversion of statistical prediction into timely, fair, and data-driven administrative action.

KEYWORDS: Viable System Model (VSM), BPMN 2.0, DCSYM, Artificial Intelligence in Administration, Cybernetic Control, Process Optimization, Forecasting.

SCHEDULING:

Thursday 08th Oct.	19:15 - 20:45	VIRTUAL ROOM THU-1	GR

EA-87

Sectoral Study Of Accounting Profession

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ABSTRACT

This study examines the accounting and tax advisory sector in Greece, focusing on contemporary changes affecting the operations and role of industry professionals. Initially, the organizational and business environment of the sector is presented through market analysis, the institutional framework, strengths, weaknesses, opportunities, and threats (SWOT analysis), as well as external parameters influencing its operation.

Subsequently, systemic approaches and methodologies are applied, with an emphasis on Soft Systems Methodology (SSM), CATWOE analysis, and the Design and Control Systemic Methodology (DCSYM). The application of these methodologies focuses on the business environment of the accounting firm Zante Accountants, aiming to understand the current situation and identify potential areas for improvement.

Furthermore, causal loop diagrams are utilized to map the relationships between tax and regulatory complexity, workload, technological evolution, and the transformation of the accountant's professional role.

Finally, directions for improvement are proposed based on process digitization and automation, work standardization, continuous staff training, and strengthening the advisory role of the accountant. The study concludes that the long-term sustainability and competitiveness of the sector are directly linked to technological adaptation, specialization, and the development of new skills.

KEYWORDS: Accounting Sector in Greece,Tax Advisory Services,Soft Systems Methodology (SSM),Design and Control Systemic Methodology (DCSYM),Systems Thinking,Zante Accountants Case Study

SCHEDULING:

Thursday 08th Oct.	19:15 - 20:45	VIRTUAL ROOM THU-1	GR

EA-88

AI, Technostress and Workplace Health Promotion: A Systemic Framework for Stress Management, Resilience and Sustainable Well-Being

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ABSTRACT

Artificial intelligence (AI) is rapidly reshaping work by changing task structures, decision processes, communication patterns, performance expectations, and the relationship between employees and technology. Although AI can reduce repetitive workload, support decision-making, and provide new organizational resources, its implementation can also generate psychosocial demands including technological overload, uncertainty, perceived loss of autonomy, role ambiguity, continuous connectivity, job insecurity, and algorithmic monitoring. These conditions may contribute to technostress, psychological strain, emotional exhaustion, and impaired workplace well-being when organizational adaptation does not keep pace with technological change. This presentation examines AI-related technostress through a systemic stress-management and workplace health-promotion perspective. Drawing on established stress and occupational well-being frameworks, particularly transactional approaches to stress and the Job Demands–Resources model, it conceptualizes the impact of AI as the product of interactions among technological demands, individual appraisal and coping resources, work design, organizational culture, leadership, and available support. A conceptual framework is proposed in which AI-related job demands and AI-related job resources operate simultaneously and dynamically. AI literacy, self-efficacy, participation in implementation, psychological safety, supportive leadership, role clarity, appropriate autonomy, and transparent communication may buffer stress

responses and facilitate effective Human–AI collaboration. The framework further distinguishes complementary levels of health-promotion intervention. At the organizational level, prevention requires human-centred work design, realistic workload expectations, employee participation, clear digital boundaries, and psychosocial risk management. At the individual and team levels, evidence-informed stress-management strategies, resilience development, coping skills, recovery practices, and targeted training can strengthen adaptive capacity without shifting responsibility for systemic stressors solely to employees. The analysis therefore moves beyond viewing technostress as an individual difficulty and frames it as an emergent property of the wider socio-technical work system. A systemic health-promotion approach can help organizations transform AI from a potential source of chronic psychosocial strain into a responsibly managed resource that supports employee well-being, engagement, adaptability, and sustainable organizational performance.

KEYWORDS: artificial intelligence, technostress, stress management, health promotion, workplace well-being, resilience, psychosocial risk, human–AI collaboration

SCHEDULING:

Thursday 08th Oct.	19:15 - 20:45	VIRTUAL ROOM THU-2	GR

EA-89

Mitigating Diagnostic Errors in the AI Era: A Systemic Management Approach to Human-Algorithm Collaboration in Colorectal Cancer Screening.

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ABSTRACT

The integration of Artificial Intelligence (AI)—specifically Computer-Aided Detection (CADe) and Computer-Aided Diagnosis (CADx)—into clinical endoscopy represents a paradigm shift in colorectal cancer (CRC) screening. Although randomized controlled trials demonstrate marked improvements in overall Adenoma Detection Rate (ADR) and reductions in Adenoma Miss Rate (AMR), real-world clinical deployment reveals nuanced diagnostic vulnerabilities arising at the human-algorithm interface.
To present a systemic management and governance framework that mitigates diagnostic errors, counteracts cognitive deskilling, and optimizes human-algorithm synergy in clinical colonoscopy.
We synthesized empirical findings from major meta-analyses, prospective clinical trials, and human-factors engineering studies in gastroenterology. Diagnostic failure modes were categorized to evaluate the systemic impacts of automated decision support on clinician visual search behavior and diagnostic accuracy.
Current evidence indicates that CADe-driven ADR gains are heavily skewed toward diminutive polyps (<5 mm), with lower algorithmic sensitivity for flat, non-polypoid, or sessile serrated lesions—the primary precursors to interval Post-Colonoscopy Colorectal Cancer (PCCRC). Furthermore, continuous reliance on real-time visual prompts introduces significant operational risks: false-positive distraction, automation bias, and attentional erosion. Recent prospective crossover trials demonstrate that continuous AI exposure can induce clinician deskilling, reflected in a drop in unassisted baseline ADR (from 28% to 22%). To overcome these systemic risks, we propose a 4-phase governance framework comprising baseline skill auditing, algorithmic calibration, a mandatory "Second Reader" workflow protocol, and scheduled unassisted skill-maintenance drills. >
AI integration in endoscopy must be managed as an operational collaboration rather than an autonomous replacement. Preserving the long-term preventive efficacy of CRC screening requires structured institutional governance, customized sensitivity thresholds, and proactive maintenance of organic clinician diagnostic competency.

KEYWORDS: Colorectal Cancer Screening, Computer-Aided Detection (CADe), Automation Bias, Clinical Governance

SCHEDULING:

Thursday 08th Oct.	19:15 - 20:45	VIRTUAL ROOM THU-2	GR

EA-90

Human–AI Partnership in GMP: A Systemic Framework for Pharmaceutical Quality, Risk and Human Oversight

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ABSTRACT

Artificial intelligence (AI) is progressively entering pharmaceutical manufacturing and quality operations, creating new opportunities for process monitoring, predictive analytics, deviation detection, knowledge management, and decision support. In Good Manufacturing Practice (GMP)-regulated environments, however, technological capability cannot be considered independently from pharmaceutical quality, regulatory accountability, data integrity, and human scientific judgement. The emerging regulatory landscape, including the development of European GMP expectations for AI, reinforces the need for risk-based governance, defined context of use, model life-cycle control, transparency, and meaningful human oversight. This presentation examines AI implementation in GMP as a socio-technical and systemic management challenge rather than as a stand-alone digital transformation initiative. Building on the interaction among people, processes, data, technology, organizational culture, and the Pharmaceutical Quality System (PQS), it proposes a conceptual framework for responsible Human–AI partnership across the AI life cycle. The framework integrates quality risk management, data governance, model validation and performance monitoring, change control, deviation and CAPA systems, competence development, and management oversight. Particular emphasis is placed on the Human-in-the-Loop principle and on the distinction between AI-supported analysis and accountable GMP decision-making. Human expertise remains essential for interpreting context, recognizing limitations, challenging model outputs, and preventing inappropriate reliance on

automated recommendations. At the same time, effective AI governance requires personnel with appropriate AI literacy, clearly defined responsibilities, multidisciplinary collaboration, and mechanisms for continuous feedback between model performance and quality-system performance. From a systemic perspective, AI-related risk is therefore not confined to algorithmic performance; it emerges from interactions among data quality, process design, model behaviour, human judgement, organizational controls, and regulatory requirements. The proposed framework demonstrates how AI can be incorporated into GMP operations while preserving accountability, traceability, scientific rigour, and patient-focused quality objectives. By treating Human–AI collaboration as an integral component of the PQS, pharmaceutical organizations can support innovation without weakening the control structures required for sustained compliance, organizational learning, and resilient quality performance.

KEYWORDS: artificial intelligence, GMP, pharmaceutical quality system, human-in-the-loop, quality risk management, AI governance, data integrity, human oversight

SCHEDULING:

Thursday 08th Oct.	19:15 - 20:45	VIRTUAL ROOM THU-2	GR

EA-91

Cognitive-Behavioral Therapy (CBT): A Systemic Psychotherapy Approach to Reducing Chronic Pain

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ABSTRACT

The role of Cognitive-Behavioral Therapy (CBT) in chronic pain reduction provides another dimension in the systemic approach of decreasing pain, combining biology with psychology: the sciences of the human body and human behavior.

This presentation conducts a systematic review of post-2000 research studies published in scholarly journals examining the use of CBT for chronic pain management. The position of this presentation is that CBT participants will demonstrate great improvements in pain-intensity (NRS, BPI, VAS), pain-interference (BPI), and depression (PHQ-9), supporting CBT as a meaningful component in the treatment of chronic pain, despite some considerations on unique participant characteristics in complex cases that may inhibit CBT's effectiveness.

The current presentation underscores the intervention's practical potential, as it can be administered not only by CBT-specialists, but other trained medical providers (i.e. nurses), highlighting its implications in health-care settings. CBT can be effectively delivered online or by telephone, increasing its accessibility, enabling more individuals in need to receive care. Likewise, its demonstrated superiority over other treatments to reduce chronic pain in disadvantaged (education, literacy or cognition) patients, illustrates its adaptability to serve underrepresented populations. This presentation extends CBT's effectiveness to younger populations, and youth with mixed chronic pain conditions, and shows the benefits of parental-involvement. With growing concerns about the use of opioids for chronic benign pain, CBT is a promising alternative to conventional analgesics, reducing pain with less risks and side-effects.

However, it is imperative to conduct more research to adapt CBT for patients with individual-characteristics and treatment-resistant chronic pain, factors that currently inhibit its effectiveness in reducing chronic pain.

KEYWORDS: Cognitive-Behavioral Therapy, CBT, Psychotherapy, Chronic Pain, Pain Reduction

SCHEDULING:

Thursday 08th Oct.	19:15 - 20:45	VIRTUAL ROOM THU-2	GR

EA-92

Systemic Management and Artificial Intelligence for the Sustainable Valorization of Intangible Cultural Heritage: An Integrated Framework for Greek Traditional Weaving

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ABSTRACT

Intangible Cultural Heritage is not simply a collection of traditions that need to be preserved. It is a living form of knowledge that is connected to people, places, communities and ways of life. Traditional weaving illustrates this particularly well. Behind a woven object there are skills, techniques, symbols, local materials and knowledge that have been passed from one generation to another. The challenge today is not only how to preserve this knowledge, but also how to keep it meaningful and sustainable in a changing social and economic environment.

This paper explores the potential contribution of Systemic Management and Artificial Intelligence (AI) to this challenge, using Greek traditional weaving as a field of application. The main idea is to look at cultural heritage as a system rather than as an isolated cultural product. Within such a system, cultural knowledge interacts with creativity, education, technology, the market and the local community.

The paper proposes an integrated framework through which AI could support selected aspects of this process, from the documentation and transmission of traditional knowledge to the development of contemporary designs, communication, market access and new forms of cultural entrepreneurship. At the same time, the approach recognises that technological development should not replace the knowledge or the role of the people who carry the tradition. On the contrary, technology should be used in ways that strengthen their participation and create opportunities for the continuity of the heritage.

The framework is explored through selected examples of Greek traditional weaving and considers both the opportunities and the possible limitations of introducing AI into a field where authenticity, identity and community participation are particularly important.

The paper argues that a systemic approach can help us move beyond the simple question of whether AI can be used in cultural heritage. The more important question is how technology can become part of a wider system that connects heritage, people, creativity and sustainable development. In this context, AI may offer new possibilities for keeping traditional knowledge visible, relevant and economically viable, while respecting its cultural meaning and its connection with the communities that sustain it.

KEYWORDS: Intangible Cultural Heritage; Systemic Thinking; Artificial Intelligence; Traditional Weaving; Sustainable Valorization; Community Participation

SCHEDULING:

Thursday 08th Oct.	19:15 - 20:45	VIRTUAL ROOM THU-2	GR

EA-93

Integrating Customer Knowledge into the Product Governance Process: A Systemic Approach in the Insurance Sector

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ABSTRACT

Effective Product Governance increasingly depends on an organization's ability to transform dispersed customer, market and regulatory information into actionable knowledge. This study examines how customer knowledge can be systematically integrated into the Product Governance process of a major insurance organization operating in the Greek market, using a systems-thinking perspective.
The study approaches Product Governance as a complex organizational system rather than as an isolated managerial function. It focuses on the interactions among organizational units, information flows, feedback mechanisms and decision-making structures involved in the creation, review and monitoring of insurance products. Particular attention is given to the role of the Product Committee as a central point where multiple forms of organizational knowledge are assessed and translated into product-related decisions.

A combination of systemic methodologies is applied, including Soft Systems Methodology (SSM), Design and Control Systemic Methodology (DCSYM), Causal Loop Diagrams and System Dynamics modelling and simulation using Vensim. These methods are used to investigate the structure, behaviour and dynamic interactions of the Product Governance system.

The analysis identifies fragmentation in the collection and utilization of customer and market knowledge as a significant challenge. Relevant information may exist across different organizational functions but may not always be consolidated or incorporated into decision-making in a timely and systematic manner.

To address this issue, the study proposes a systemic Knowledge Integration mechanism that combines Customer Knowledge, Market Knowledge and Governance Knowledge before these inputs are incorporated into the Product Committee process. The proposed framework aims to improve the completeness, consistency and quality of information supporting product development and review decisions.
The study concludes that effective Product Governance depends less on isolated organizational functions and more on the quality of interactions, feedback and knowledge integration across the wider system. Systematic incorporation of customer insights can strengthen organizational learning, improve evidence-based decision-making and support the development of more customer-centric, adaptive and sustainable insurance products.

KEYWORDS: Product Governance, Customer Knowledge, Systems Thinking, Knowledge Integration, Insurance, Soft Systems Methodology, System Dynamics

SCHEDULING:

Thursday 08th Oct.	19:15 - 20:45	VIRTUAL ROOM THU-3	GR

EA-94

Systemic Approach and Applied Systemic Methodologies for Improving Insurance Operations

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ABSTRACT

This study was conducted within the framework of the CSAP Professional Program of the University of Piraeus (KEDIVIM) in collaboration with the Hellenic Society for Systemic Studies (HSSS), focusing on the "Improvement and acceleration of the operations of the insurance office 'E.C. SOUIDAS INSURANCE SOLUTIONS'" through the application of modern Systemic Methodologies.

Modern insurance companies are characterized by high complexity due to multiple contracts per client, complex organizational procedures, information systems, and a strict legal framework.

First, the study identifies dysfunctions and delays in the timely notification of clients regarding their outstanding balances by the office's secretariat, a fact that increases administrative costs and causes confusion among the insured.

Subsequently, a schematic mapping of the organizational environment is performed using the Design and Control Systemic Methodology (DCSYM), analyzing the communication and control flows between Management and the individual insurance teams, and interventional improvements are proposed through the procurement of a Customer Relationship Management (CRM) System.

The viability of the Office is examined using the Viable System Model (VSM) methodology and the VSMod software.

Finally, a System Dynamics model is developed with the help of the AnyLogic software, which simulates the processing times of the various insurance and investment products offered by the Office, and scenario experiments are conducted to predict the future behavior and overall productivity of the Office.

The study achieves its objective, offering a scientifically documented proposal for improving service procedures and reducing costs.

The innovation lies in the combined and ready-to-use application of four systemic tools (DCSYM, VSM, VSMod, AnyLogic), creating a comprehensive digital redesign template (model) that can be applied as-is to other businesses in the insurance or broader financial sector.

KEYWORDS: Systemic Methodologies, Insurance Agency, Process Improvement, Customer Relationship Management (CRM), Viable System Model (VSM), System Dynamics

SCHEDULING:

Thursday 08th Oct.	19:15 - 20:45	VIRTUAL ROOM THU-3	GR

EA-95

Systemic Analysis and Digital Transformation of S&K Engineering & Construction: Improving Communication and Project Coordination through SSM and DCSYM

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ABSTRACT

Effective communication and coordination are critical success factors in construction project management, where multiple stakeholders, complex workflows, and dynamic environments often lead to organizational challenges. This Certification Project investigates the organizational operation of S&K Engineering & Construction through a systemic perspective, aiming to identify communication and coordination issues that affect project performance and organizational efficiency.

The study is grounded in General Systems Theory and applies a combination of systemic methodologies, including Soft Systems Methodology (SSM), Design and Control Systemic Methodology (DCSYM), causal loop diagrams, and selected System Dynamics concepts. In addition, organizational analysis tools such as PESTEL, SWOT, Business Model Canvas, and the Viable System Model are employed to examine both the internal and external environment of the company and to evaluate its organizational viability.

The analysis identifies key weaknesses related to information flow, interdepartmental collaboration, decision-making, and coordination among project managers, engineers, subcontractors, suppliers, and clients. Based on these findings, the project proposes a set of organizational and digital transformation initiatives designed to improve communication, streamline project management processes, and enhance operational effectiveness. These include the adoption of centralized communication platforms, digital project management tools, Building Information Modeling (BIM), and Artificial Intelligence (AI)-supported technologies.

The results demonstrate that applying systemic thinking enables a deeper understanding of organizational complexity and supports the development of practical, sustainable improvement strategies. The proposed framework contributes to reducing project delays, strengthening collaboration among stakeholders, improving decision-making processes, and increasing organizational adaptability. Overall, the study highlights the value of integrating systemic methodologies with digital transformation practices to enhance the efficiency, resilience, and long-term competitiveness of construction organizations operating in demanding and rapidly evolving environments.

KEYWORDS: Systemic Analysis, Soft Systems Methodology (SSM), DCSYM, Digital Transformation, Project Management, Construction Industry

SCHEDULING:

Thursday 08th Oct.	19:15 - 20:45	VIRTUAL ROOM THU-3	GR

EA-96

Handloom in the AI Era
Transforming Traditional Knowledge through Systems Innovation

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ABSTRACT

Handloom is often approached primarily as cultural heritage, a traditional production activity, or a sector requiring preservation. This paper proposes a different perspective: handloom can also be understood as a living innovation system, in which traditional knowledge, human skills, materials, communities, technology, markets, institutions and environmental considerations continuously interact and evolve.

The study builds on applied work undertaken by Tapan Sharma within the Indian handloom field and its subsequent systemic investigation and adaptation through the Bridging Systems framework. Over time, this work has connected handloom with natural dyes, natural fibres, recycling and renewable materials, architecture and interior design, education and faculty development, sustainable product development, emerging technologies and Artificial Intelligence. Viewed individually, these activities may appear as separate interventions. Viewed systemically, however, they reveal an emerging pattern of interconnected innovation.

The paper examines how these practical connections can move handloom beyond isolated interventions towards a more integrated ecosystem. Particular attention is given to the concept of a National Handloom Grid, through which artisan knowledge, institutions, education, markets, materials and technological capabilities can become interconnected while preserving the autonomy and identity of local communities and traditional practices.

Artificial Intelligence is examined within this system not as a substitute for human creativity or traditional knowledge, but as a potential enabler. Applications may include knowledge documentation, design assistance, market intelligence and technical guidance. At the same time, responsible integration requires attention to data privacy, intellectual property, protection of traditional knowledge and the continuing centrality of human skills and judgement.

The applied investigation identifies interconnected outcomes across People, Planet and Prosperity: strengthening artisan capabilities and incomes, expanding market access and product portfolios, increasing the use of recycled and renewable materials, supporting skill development and digital engagement, and enabling different improvements within the system to reinforce one another.

The analysis suggests that the long-term sustainability of handloom cannot be achieved by preserving individual elements in isolation. Resilience emerges from the relationships among knowledge, people, materials, institutions, technology and markets, and from the system's capacity to learn and adapt through feedback.

The case further reveals that several of these relationships existed in practice before they were explicitly recognised as systemic synergies. Their subsequent articulation through the Bridging Systems framework opens a further question: what happens when the same logic of connection and adaptation moves beyond individual domains and begins to operate between different knowledge systems, countries and ecosystems?
This question provides the transition from the Indian handloom case to an emerging India–Greece Joint Synergy, explored separately in the companion paper.

KEYWORDS: Handloom, Systems Innovation, Traditional Knowledge, Living Innovation Systems, Artificial Intelligence, Sustainability

SCHEDULING:

Thursday 08th Oct.	19:15 - 20:45	VIRTUAL ROOM THU-3	GR

EA-97

India-Greece Joint Synergy
From Bridging Systems and Coopetition to an Emerging Innovation Ecosystem

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ABSTRACT

Complex contemporary challenges rarely belong to a single discipline, institution, sector or country. Yet collaboration is still frequently organised through bilateral partnerships, isolated projects or conventional knowledge-transfer mechanisms. This paper investigates a different possibility: how an initial bridge between two autonomous knowledge and practice systems can evolve through Joint Synergy into a wider, adaptive innovation ecosystem.

The study is grounded in an ongoing applied India–Greece collaboration that emerged following an academic encounter between the two authors at the 2026 International Society for the Systems Sciences (ISSS) Conference. The initial interaction connected two distinct fields: applied systemic investigation and sustainable systems architecture in Greece, and practical innovation within the Indian handloom system. Rather than attempting to transfer or replicate one system within the other, the collaboration developed through reciprocal investigation, interpretation, adaptation and feedback.

The Bridging Systems framework provides the systemic architecture for examining this process. Bridging is approached not as the simple connection of previously separate elements, but as a dynamic process through which knowledge is understood, translated, assimilated, adapted and recontextualized while participating systems retain their identities and capabilities.

Within this process, the paper introduces Joint Synergy as an applied operational stage of Bridging Systems: autonomous actors contribute differentiated knowledge, resources and capabilities to a shared field of interaction without requiring institutional merger, uniformity or centralized control. The resulting interaction may generate possibilities that neither participating system could produce independently.

The India–Greece case demonstrates how such a bilateral interaction can begin to expand beyond its original participants. Different actors, including academia, public institutions, ministries, professional and sectoral organizations, businesses and social-economy actors - can enter the emerging system through multiple entry points, each according to its own mandate, interests and capabilities. Ecosystem formation is therefore not treated as a predetermined organizational design, but as an emergent process shaped through interaction and continuous feedback.
The analysis further incorporates coopetition at two interconnected levels. At market level, organizations may continue to compete within existing markets while cooperating in the creation of new shared value. At governance level, autonomous institutions and subsystems may retain distinct mandates and boundaries while coordinating around a higher-order shared purpose. This creates a cybernetic logic of autonomy without isolation and coordination without central control. Existing research similarly shows that cooperation–competition relationships involve persistent tensions between shared and individual interests, knowledge sharing and protection, and control and flexibility.

The ongoing case suggests an evolutionary sequence:
Bridging → Joint Synergy → Interaction → Feedback → Adaptation → Coopetition → Ecosystem Formation

Rather than presenting the ecosystem as a completed outcome, the paper documents its formation in real time, including the responses, non-responses, constraints and new connections generated during the process. In this sense, rejection and institutional boundaries are not necessarily treated as system failure; they can function as feedback that informs subsequent adaptation and network reconfiguration.

The paper proposes that sustainable innovation ecosystems may therefore emerge not by eliminating differences between systems, but by creating conditions under which their differences become productive. Joint Synergy becomes the space in which autonomy is preserved, knowledge travels and adapts, and new systemic possibilities can emerge.

KEYWORDS: Bridging Systems, Joint Synergy, Coopetition, Ecosystem Formation, Cybernetics, Applied Innovation

SCHEDULING:

Thursday 08th Oct.	19:15 - 20:45	VIRTUAL ROOM THU-3	GR

EA-98

Systemic Transformation of a Dairy Farm: From Fragmentation to Sustainability

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ABSTRACT

The Greek agricultural sector often relies on informal, fragmented operational models that, while historically practical, present significant structural challenges in modern competitive environments. This study presents a comprehensive systemic analysis and dynamic modeling of a Greek dairy farm operating under a joint exploitation model by three independent owners. Although the owners share facilities, equipment, and a unified milk distribution channel, they maintain separate ownership of livestock and land. This organizational complexity has led to opaque cost allocation, uncoordinated use of shared resources, an absence of unified Key Performance Indicators (KPIs), and an inability to make strategic decisions regarding herd size and facility investments. Consequently, the farm faces internal conflicts, missed growth opportunities, and precarious long-term viability.

To address these systemic dysfunctions, the study employs a multi-methodological approach. First, the Soft Systems Methodology (SSM) is utilized to understand the problematic situation, identifying the diverse perspectives of the stakeholders and framing the need for change. Second, the Design and Control Systemic Methodology (DCSYM) maps the structural architecture of the system, highlighting the communication and control channels in both the current fragmented state and the proposed unified structure. Third, System Dynamics, implemented through Vensim software, provides a quantitative simulation of the farm's evolution over a 120-month period. The dynamic model captures the critical feedback loops governing herd growth, facility capacity limits, and profitability, demonstrating that the recurring dilemma of whether to invest in new facilities or sell livestock is a structural consequence rather than a matter of personal preference.

The findings reveal that the core issue is not the joint exploitation itself, but the lack of an organized administrative structure and objective measurement mechanisms. The simulation results clearly indicate that long-term profitability is driven by capacity expansion, whereas the persistent sell-off of livestock to manage space constraints represents a short-term trap. To implement the necessary changes, the study outlines a structured project management plan and proposes a strategic digital transformation. This includes the integration of IoT sensors, Farm Management Software, and AI-driven predictive analytics for milk production and herd management. Furthermore, the Viable System Model (VSM) is applied to ensure the sustainability and resilience of the newly proposed organizational design. Ultimately, this research provides a documented, quantifiable pathway for transforming a problematic family-run agricultural business into a viable, innovative, and data-driven production unit.

KEYWORDS: System Dynamics, Soft Systems Methodology, Dairy Farm Management, Viable System Model, Digital Transformation, Multi-Methodology Systems Thinking

SCHEDULING:

Friday 09th Oct.	10:00 - 12:00	VIRTUAL ROOM FRI-2	GR

EA-99

The Beverage and Soft Drinks Industry in Greece Trends, Dynamics and Transformation Strategies Towards 2030

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ABSTRACT

The beverage and soft drinks industry in the Greek market is closely connected with several important areas of economic activity, including tourism, hospitality, retail, manufacturing and exports. In recent years, the market has been changing rapidly. Inflation, new consumer habits, technological developments and increasing sustainability requirements are affecting both companies and consumers. At the same time, these changes are creating opportunities for new products, services and business models. The purpose of this study is to examine these developments and understand how they may influence the beverage sector in the Greek market towards 2030.

The study uses systems thinking as its main approach. Rather than examining market trends separately, it looks at the relationships between companies, consumers, retailers, HoReCa, tourism, regulators and the wider economic and technological environment. A combination of strategic and systemic methodologies is used. SWOT and PESTEL provide an overview of the business environment, while Soft Systems Methodology (SSM) is used to understand the main stakeholders and their different perspectives. Design and Control Systemic Methodology (DCSYM) helps illustrate the current structure of the sector and a possible future state. Causal Loop Diagrams (CLDs) are also used to identify relationships and feedback loops between important market factors. Finally, Scenario Planning is applied to explore possible developments towards 2030.

The findings suggest that the sector is gradually moving from a business model mainly focused on sales volume towards one that places greater emphasis on value creation. Premiumization, tourism, sustainability, digital transformation and the increasing use of AI and data analytics are among the main factors behind this change. Consumer interest in health and wellness is also contributing to the development of categories such as functional beverages and no- and low-alcohol products. An important finding is the strong relationship between tourism and premium consumption. The analysis also shows how investment in sustainability and innovation can influence consumer preference, reputation and, ultimately, business performance.

Based on these findings, “Premium Acceleration” is considered the most likely scenario for the sector towards 2030. The study identifies five areas that can

support this development: premiumization, digital transformation and AI, sustainability and ESG, product innovation, and closer links between the beverage sector, tourism and HoReCa.

Overall, the study shows that systems thinking can provide a useful way of understanding a market in which many factors influence each other. It can also help businesses identify where change may have the greatest impact and support better strategic decisions in an increasingly complex and uncertain environment.

KEYWORDS: Beverage Industry, Greek Market, Systems Thinking, SSM, DCSYM, Causal Loop Diagrams, Premiumization, Sustainability, Artificial Intelligence, Scenario Planning

SCHEDULING:

Friday 09th Oct.	10:00 - 12:00	VIRTUAL ROOM FRI-2	GR

EA-100

Systemic Investigation and Redesign of Business Processes in a High-Technology Enterprise through the DCSYM Methodology: The Case of PANASOFT

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ABSTRACT

This study applies a multi-methodological systemic approach to the investigation and redesign of the business processes of PANASOFT, a Greek information-technology company with 29 years of operation, more than 600 active customers across 12 countries, specializing in ERP systems, electronic invoicing (myDATA) and technology solutions for the tourism sector. The organisation is modelled holistically as a complex adaptive system, aiming to design evidence-based interventions that strengthen its viability, efficiency and innovation capacity. The methodological framework combines the Design and Control Systemic Methodology (DCSYM), used to capture the Current State and design the Proposed Improvement; the Viable System Model (VSM) and VSMod, used to diagnose viability; the TASCOI analysis, used to define the system identity; causal loop diagrams, used to reveal feedback structures; and System Dynamics (Vensim), used to simulate the enterprise over a five-year horizon under four strategic scenarios. The principal finding is that maximum organizational viability does not arise solely from growth in size or from automation, but from the combination of organizational learning, technological innovation and controlled growth. The "Digital Growth" scenario achieves a high revenue and customer base while sustaining the highest stock of knowledge and productive capacity. The study links systemic theory to real, implemented interventions — Business Intelligence, an Employee Portal, an AI Consultant, a Knowledge Hub and cloud services — demonstrating the practical value of systems thinking for the sustainable transformation of a high-technology enterprise.

KEYWORDS: systems approach, DCSYM, Viable System Model, System Dynamics, digital transformation, organizational viability.

SCHEDULING:

Friday 09th Oct.	10:00 - 12:00	VIRTUAL ROOM FRI-2	GR

EA-101

Organizational Transformation in a Rapidly Scaling Technology Organization: A Systemic Approach to Leadership and Operating Model

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ABSTRACT

Technology organizations undergoing rapid growth face increasing organizational complexity and new requirements for coordination, governance, accountability and decision-making. This study examines the organizational evolution of AA, a technology organization transitioning from a founder-centric model toward a more distributed Leadership & Operating Model. The study focuses on how AA can strengthen governance and organizational coherence while maintaining autonomy, flexibility and its agile organizational culture.

A systemic approach was adopted combining Soft Systems Methodology (SSM), Design and Control Systemic Methodology (DCSYM), and Causal Loop Diagrams. SSM was used to explore stakeholder perspectives, organizational tensions and transformation requirements, supported by Rich Picture and CATWOE analysis. DCSYM was used to examine organizational relationships, communication, control and decision-making patterns. Causal Loop Diagrams were used to examine the dynamic relationships between organizational growth, complexity, governance, autonomy and organizational viability.

The analysis identified key systemic tensions, including autonomy versus governance, agility versus operational control, growth versus organizational coherence, and flexibility versus accountability. The findings indicate that organizational scaling is not solely a structural or operational challenge, but a systemic challenge requiring balance between autonomy and organizational coherence. The analysis therefore suggests that a Leadership& Operating Model could strengthen role clarity, accountability, governance and cross-domain coordination while maintaining distributed ownership and organizational flexibility.

The study highlights the importance of clear governance mechanisms and leadership alignment in supporting organizational viability and sustainable development in rapidly scaling technology organizations. It demonstrates how systemic methodologies can provide a holistic framework for understanding and addressing the organizational dynamics associated with scaling.

KEYWORDS: Organizational Scaling, Systemic Methodology, Organizational Governance, Organizational Viability, Autonomy, Leadership and Operating Model

SCHEDULING:

Friday 09th Oct.	10:00 - 12:00	VIRTUAL ROOM FRI-2	GR

EA-102

The Case of "NOVA CERTIFICATIONS SINGLE MEMBER LLC"

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ABSTRACT

This study, developed as a CSAP Certification Project, presents a comprehensive systemic redesign and digital transformation plan for NOVA CERTIFICATIONS SINGLE MEMBER LLC, an organization operating in technical inspections and certificate issuance for Quality Management Systems, elevators, and lifting equipment.
In its baseline state, the company faces critical operational bottlenecks caused by the total absence of a centralized Management Information System (MIS). Operating through fragmented manual tools—such as isolated Excel files, Dropbox folders, and manual call notes—the organization frequently fails to track periodic certification expiration dates. This structural flaw severely overburdens the administrative
secretariat, leads to human error, causes customer dissatisfaction, and results in client attrition to competitors. Furthermore, the company suffers from structural understaffing and lacks a dedicated Sales and Marketing unit.

Integrated Systemic Methodology Approach:
1)Soft Systems Methodology (SSM): Applied as the organizational change framework. Using tools such as Rich Pictures, CATWOE analysis, and Systemic Activity Models, SSM helps reconcile stakeholder perspectives (Management, Secretariat, Inspectors, Accounting), address cultural inertia, and define actionable structural, procedural, and attitudinal transformations.
2)Design and Control Systemic Methodology (DCSYM): Used via the DCSYM CASE Tool to model operational process flows. It diagnoses systemic discontinuities in the Current State and architects the Proposed Improvement.

The redesigned system establishes the SOFTONE ERP platform as the central control switch (Synthesizer), connecting all operational, technical, and accounting subsystems into a unified digital pipeline. Additionally, the project proposes an organizational expansion through the creation of an autonomous Marketing& Sales Department dedicated to proactive expiration tracking, client retention, and market acquisition. The transition is structured as an end-to-end project following strict Project Management standards (Project Charter, GANTT schedule, Stakeholder Management, and Risk Mitigation).

The outcome provides NOVA CERTIFICATIONS with clear executive oversight, automated invoicing, elimination of procedural errors, proactive customer engagement, and long-term financial growth.

KEYWORDS: NOVA CERTIFICATIONS SINGLE MEMBER LLC

SCHEDULING:

Friday 09th Oct.	10:00 - 12:00	VIRTUAL ROOM FRI-2	GR

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