

DR. MARIA ARGYROPOULOU

e-mail: argyropouloum@ionio.gr,



TEL: +306947000580

Dr. Maria Argyropoulou is an accomplished academic and professional with a diverse background in business, information systems and general management. She holds a PhD from Brunel University London and is currently an Associate Professor at the Ionian University in Greece. With a prolific research record, Dr. Argyropoulou has published numerous peer-reviewed articles in high-impact journals and presented at international conferences. Her expertise spans areas such as IS implementation, IS and supply chain management, and organizational performance. Beyond academia, she has extensive industry experience, having held management positions in both public and private sectors, including roles at the Greek Ministry of Culture and in multinational corporations. Dr. Argyropoulou's blend of academic rigor and practical experience makes her a valuable contributor to both scholarly research and real-world business applications.

EDUCATION

Post-Doctoral Research (2013-2015)

Managing Variability in Globalised Supply Chains
Athens University of Economics and Business, Athens, Greece

PhD (2013)

INFORMATION SYSTEMS' EFFECTIVENESS AND ORGANISATIONAL PERFORMANCE
Brunel Business School, Brunel University London UK

MSc in Decision Sciences

Department of Decision Sciences and Technology,
Athens University of Economics and Business, Athens, Greece

BSc Physics and Mathematics School

University of Athens, Greece

CURRENT POSITIONS

Associate Professor _Ionian University _ Greece_Faculty of Economic Sciences

E-Commerce and digital marketing

Part time teaching:

Adjunct Faculty_ Open University Cyprus

Sept 2020 -today

Adjunct Faculty_ Hellenic Open University

2015-today

Part time lecturer and dissertation advisor _ Brunel University UK

Engineering Management online Programme

May 2021-today

PREVIOUS ACADEMIC POSITIONS

Academic Associate_ International Hellenic University

2020-31stAug 2022

Programme Director

University of Liverpool- on line Management Programmes

Jan 2013-March 2021

TEACHING EXPERIENCE

Online Management Courses

Brunel University UK

Started on January 2021-Oct 2024

- Supply chain Management and Project Management
- Project management
- Research Methods
- Supervision of many management dissertations- acting also as second assessor

Online Management Courses

University of London UK

2019-Aug 2024

- Leadership
- Entrepreneurial Marketing
- Supervision of many management dissertations- acting also as second assessor

Online Management Programmes

University of Liverpool UK

2013 – March 2021

- Operations Management
- Supply chain Management and Project Management
- Total Quality Management
- Research Methods
- Supervision of many management dissertations (more than 30)- acting also as second assessor.

Campus Courses

Academic Associate- International Hellenic University

- E-commerce and Digital Marketing 2020 - Aug2022
- Strategic Marketing 2020 - Aug2022
- Project Management 2020 - Aug2022
- Strategic Marketing 2020 - Aug2022
- Supervision of many dissertation students- acting also as second assessor

Adjunct Faculty- Hellenic Open University

October 2015-today

- E-business_E-commerce_and Information Systems
- Managing People and Organisations
- MBA Supervisor of many students - acting also as second assessor

Adjunct Faculty- Open University Cyprus

September 2020-today

- Managing Information Systems
- E-commerce and Digital Marketing

Lecturer -Athens University of Economics and Business

Department of Management Science and Technology

- Modern Enterprise Systems Sep-2018-Feb 2019
- Operations Management Feb 2019-June 2019

London School of Commerce- London UK

October 2010 – October 2011

Research Methods for Management Students

OTHER ACADEMIC QUALIFICATIONS

Accreditation Officer

Experienced in AACSB & AMBA accreditations

Regular Reviewer:

Supply Chain Management an International Journal IF: 10.88

IEEE Transactions on Engineering Management Impact Factor 8.702.

Benchmarking an International Journal IF 3.932

International Journal of Information Management Impact Factor 10.8

Chairing several international conferences.

In 2023 I chaired a parallel session at the EurOMA conference and a parallel session at the EBEEC conference.

PEER REVIEWED JOURNALS

J1. Argyropoulou, M., Ioannou G. & Prastacos G.P. (2007) ‘ERP Implementation at SMEs An initial study of the Greek Market’, *International Journal of Integrated Supply Management*, 3(4), pp. 406-425.

AJC 1*

J2. Argyropoulou M., Ioannou, G., Koufopoulos, D. & Motwani J. (2008) ‘Performance drivers of ERP systems in small and medium-sized enterprises’, *International Journal of Enterprise Network Management*, 2(3), pp. 333-349.

AJC 1*

J3. Motwani, J., Akbulut, A.Y., Subramanian, R. & Argyropoulou, M. (2008) ‘ERP implementation by US, Indian and Greek companies: a comparative analysis’, *International Journal of Logistics System and Management*, 4(6), pp. 692-709.

AJC 1*

J4. Argyropoulou, M., Ioannou, G., Soderquist, K.E. & Motwani, J. (2008) ‘Managing ERP system evaluation and selection in SMEs using the ‘six-imperatives’ methodology’, *International Journal of Procurement Management*, 1(4), pp. 430-452.

AJC 1*

J5. Lazarides T., Argyropoulou M., Drimpetas E. & Motwani J. (2009) ‘Corporate governance and the information systems excellence factor’, *International Journal of Business Excellence*, 2(1), pp. 16-29.

AJC 1*

J6. Koufopoulos, D., Zoumbos V., Argyropoulou, M. & Motwani J. (2009) ‘Top management team and corporate performance: a study of Greek firms’, *Team Performance an International Journal*, 14(7/8), pp. 340-363. Latest Impact Factor 2018: 0.94

New Journal title: Team Performance Management.

AJC 1*

J7. Ogbechie, C, Koufopoulos, D. & Argyropoulou M. (2009) ‘Board Characteristics and Involvement in Strategic Decision Making – The Nigerian Perspective’, *Management Research News*, 3(2), pp.169-184.

Renamed to: Management Research Review Impact Factor: 1,680

New Journal Title: Management Research Review.

AJC 1*

J8. Argyropoulou M., Ioannou, G., Koufopoulos, D. & Motwani J. (2009) ‘Measuring the Impact of an ERP Project at SMEs: A Framework and Empirical Investigation’, *International Journal of Enterprise Information Systems (IJEIS)*, 5(3), pp. 1-13.

J9. Lazarides. T., Argyropoulou, M. & Koufopoulos D. (2009) ‘Enterprise Systems and Corporate Governance: Parallel and Interconnected Evolution’, *The John Marchall Journal of Computer & Information Law*, 26(3), pp. 359 -370, ISBN: 1078-4128.

J10. Nikas, A. & Argyropoulou, M. (2014) ‘The impact of the nature of collaborative tasks on individuals’ perceived performance in ICT enabled project teams’, *Elsevier Procedia - Social and Behavioral Sciences*, 119, pp. 786-795.

J11. Tabassi, A.A., Argyropoulou, M., Roufechaei, K.M. & Argyropoulou, R. (2016) ‘Leadership Behavior of Project Managers in Sustainable Construction Projects’, *Elsevier Procedia Computer Science*, 100, pp. 724 - 730.

J12. Tabassi, A.A, Bryde, D.J., Abdullah. A. & Argyropoulou, M. (2017) ‘Conflict Management Style of Team Leaders in Multi-Cultural Work Environment in the Construction Industry’, *Elsevier Procedia Computer Science*, 121, pp. 41-46.

J13. Argyropoulou, M., Soderquist, K.E. & Ioannou, G. (2019) 'Getting Out of the European Paradox Trap: Making European Research Agile and Challenge-Driven', *European Management Journal*, Vol 37 No (1) pp 1-5. <https://doi.org/10.1016/j.emj.2018.10.005>
AJC 2*

J14. Papaioannou, S. Argyropoulou, R. Kalogiannidou, C., Melidis, G., Papadopoulou, L., Evelzaman, I. & Argyropoulou, M. (2019) 'Mechanical and adhesion properties of polymer-modified cement mortars in relation with their microstructure', *Journal of Adhesion*, 95(2) pp 126-145.
IF 2.917 DOI: 10.1080/00218464.2017.1406348

J15. Tabassi, A.A., Abdullah, A., Argyropoulou, M., Roufechaei, K.M. & Argyropoulou, R. (2018) 'A Framework of Leadership Sustainability Rating System (LSRS) for Future Construction Project Managers', *International Journal of Engineering & Technology*, 7 (4) pp. 4757-4765. **IF 0.636**
2227-524X

J16. Misopoulos, F. Argyropoulou, R., Manthou, V., Argyropoulou, M. & Kelmend. I. (2020) 'Carbon emissions of bottled water sector supply chains: A multiple case-study approach', *International Journal of Logistics Research and Applications* 23(2) pp. 178-194, <https://doi.org/10.1080/13675567.2019.1626815>
AJC 1*

J17. Argyropoulou, M., Argyropoulou, R., Folinias D., Misopoulos, F. & Najacaj S. (2019). "Procurement in Short Supply Chains: Lessons Learned from the Tourism Industry," *International Journal of Business and Economic Sciences Applied Research (IJBESAR)*, 12(2), pp. 72-80.

J18. Theocharidis, A.I., Argyropoulou, M., Karavasilis, G., Vrana, V. Kehris, E. (2020) An approach towards investigating factors affecting intention to book a hotel room through social media, *Sustainability*, 12(21), 8973; <https://doi.org/10.3390/su12218973> **IF 4.17.**
ISSN: 2071-1050

J19. Kydros, D. Argyropoulou, M and Vrana, V. (2021) A Content and Sentiment Analysis of Greek Tweets during the Pandemic, *Sustainability*, 13(11), 6150 **IF 4.17.**
ISSN: 2071-1050

J20. Argyropoulou, M., Zissis, D., Korfiatis, N. and Zampou, E. (2023), "Horizontal collaboration in the last mile distribution: gauging managerial response to disruption and abnormal demand", *Benchmarking: An International Journal*, Vol. 30 No. 2, pp. 460-474.
<https://doi.org/10.1108/BIJ-06-2021-0328>
AJC 1*

J21. Argyropoulou, M., Nemati, S., Garcia, E., Spanaki, K, (2023), The effect of IoT capability on supply chain integration and firm performance: An Empirical study in the UK Retail industry." *Journal of Enterprise Information Management*,
<https://www.emerald.com/insight/content/doi/10.1108/JEIM-06-2022-0219/full/html>ISSN: 1741-0398
Ahead of print
AJC 2* IF 10.8

J22. Zampou, E., Manousakis, E. Argyropoulou, M., Zissis, D. (2023) Exploring horizontal collaboration in city logistics operations. A case of Greek grocery retailers, *International Journal of Logistics Systems and Management* ,
<https://www.inderscience.com/info/ingeneral/forthcoming.php?jcode=ijlsm>
DOI: 10.1504/IJLSM.2023.10055379 Ahead of print
AJC 1*

J23. Argyropoulou, M., Aprilia, W., Argyropoulou, R. and Tzavara,D. (2023) Exploring the Impact of Financial and non-Financial Motives on Employee Performance. A Survey of Indonesian Employees, *International Journal of Business and Economic Sciences Applied Research*, Vol. 16, No.1, in print.
https://ijbesar.ihu.gr/docs/volume16_issue1/16_01_04.pdf
DOI: 10.25103/ijbesar.161.04

J24. Amin Akhavan Tabassi, David James Bryde, Roula Michaelides, David Bamford & Maria Argyropoulou (2024) Leaders, conflict, and team coordination: a relational leadership approach in temporary organisations, *Production Planning & Control*, 1-21 DOI:
10.1080/09537287.2024.2313518.
AJC 3*

INTERNATIONAL CONFERENCES WITH PROCEEDINGS

C1. Argyropoulou M., Ioannou G., Soderquist K.E. & Prastacos G.P. (2005) ‘A structured methodology for ERP system Evaluation and Selection’, *Proceedings of the 2005 Networking and Electronic Commerce Research Conference (NAEC2005)*, Riva Del Garda, Italy October 2005, pp 31-52.

C2. Argyropoulou, M., Ioannou, G. & Koufopoulos, D. (2007) ‘A framework for measuring the impact of ERP implementation at Greek SMEs’, in Remeneyi, Dan (ed.), *Proceedings of the 3rd European Conference on Management, Leadership and Governance*, pp. 15-24, University of Winchester, UK, 19-20 April, ISBN: 978-1-905305-42-1.

C3. Gliatis, I., Koufopoulos, D.N. & Argyropoulou, M. (2007) ‘Adopted Planning Practices by the Greek Hospitality Industry: Theoretical Framework and Limited Empirical Findings’, *Proceedings of the 3rd International Conference on Tourism*, organized by the Athens Institute for Education and Research (ATINER), Athens, Greece, July 5-6.

C4. Koufopoulos, D.N., Zoumbos, V., Oikonomou A. & Argyropoulou, M. (2007) ‘Entrepreneurial Strategic Planning Approaches Adopted in Greek SMEs’, *The Business and Economic Society International 2007 Conference*, Antibes, French Riviera, France, 17-20 July.

C5. Karamitrou A., Gkliatis J., Koufopoulos, D. & Argyropoulou, M. (2008) ‘Corporate Governance and the Mission Statement in the Greek Health Sector’, *Proceedings of the 4th European Conference on Management, Leadership and Governance*, University of Reading, UK, 27-28 November 2008, pp. 79-90,

- C6.** Koufopoulos, D.N., Gkliatis, P.I., Zoumbos, V., Argyropoulou, M., Lazarides, T. (2008) ‘Organisational demography and board elements in Greek listed companies’, *1st International EuroMed Conference, European and Mediterranean Trends and Challenges in the 21st Century*, Marseille, France, November 17-18 pp. 716-720 ISBN: 978-9963-634-58-3
- C7.** Argyropoulou, M., Koufopoulos, D. & Nikas, A. (2011) ‘Using exploratory factor analysis in information system (IS) research’, *European, Mediterranean & Middle Eastern Conference on Information Systems 2011 (EMCIS2011)*, May 30-31 2011, Athens, Greece.
- C8.** Argyropoulou M., Koufopoulos, D. & Ioannou, G. (2013) ‘Exploring the relationship between information system’s quality and organisational performance, *submitted at the 20th International Annual EurOMA Conference- Operations Management at the heart of recovery*, June 7-12, 2013, Dublin, Ireland, ISBN: 978-1-905254-74-3
- C9.** Kuan Koay, S., Argyropoulou M. & Wilkins, P. (2013) ‘Exploring the implementation of centralised procurement process: a case study on a multinational wire manufacturer’, *submitted at the 20th International Annual EurOMA Conference- Operations Management at the heart of recovery*, June 7-12, 2013, Dublin, Ireland, ISBN: 978-1-905254-74-3
- C10.** Sam-Okomgboeso, M., Argyropoulou M. & Ankrah, S. (2013) ‘An investigation into the effect of organizational support on user acceptance of ERP during the routine stage’, *submitted at the 20th International Annual EurOMA Conference- Operations Management at the heart of recovery*, June 7-12, 2013, Dublin, Ireland, ISBN: 978-1-905254-74-3
- C11.** Argyropoulou, M., Reid, I. & Ioannou, G. (2014) ‘*Balancing the Supply Chain Information Systems (SSIS) and Organisational Performance*’. In: *European Operations Management Association (EurOMA) conference*, 20th - 25th June 2014, Palermo, Italy.
- C12.** Argyropoulou, M., Wilkins, P. & Nikas, A. (2014) ‘IS implementation and Organizational performance: The role of company size and software used’, *accepted at the 21st International Annual EurOMA Conference- Operations Management in an Innovation Economy*, June 20-25, 2014, Palermo Italy.
- C13.** Argyropoulou, M., Reid, I., Wilkins, P. & Ioannou, G. (2015) ‘Information Quality, Reporting and Organisational Performance’. In: *22ND EurOMA Conference 2015*, 26th June - 1st July 2015, Neuchâtel, Switzerland.
- C14.** Argyropoulou, M., Michaelides, R., Reid, I. & Ioannou, G. (2015) ‘Supply Chain Management Information Systems and Organisational Performance in economic turbulent environments, *Industrial Engineering and Engineering Management*’, *IEEE Xplore*, pp. 1673 - 1678, DOI: 10.1109/IEEM.2015.7385932, Electronic ISBN: 978-1-4673-8066-9 USB ISBN: 978-1-4673-8065-2

- C15.** Michaelides, R. Bryde, D., Simango, J., Unterhitzenberger, C. & Argyropoulou, M. (2016) ‘A systematic meta-analysis on managing innovation projects in uncertain and complex environments’, *IEEE Xplore*, pp. 286-291, DOI: 10.1109/ICMIT.2016.7605049.
- C16.** Sultanova, F., Tzavara, D. Argyropoulou, (2019) Impact of key opinion leader and peer consumer recommendations on purchase decisions of generation z Instagram users, *12th Annual Conference of the Euromed Academy of Business*, ISSN: 2547-8516, ISBN: 978-9963-711-81-9
- C.17** Tzavara, D. Tsirigotis, P. & Argyropoulou, M. (2020) "An investigation of the factors impacting the job satisfaction of teachers of the public secondary education". March 2020, Valencia Pages: 2760-2765
ISBN: 978-84-09-17939-8, **doi:** 10.21125/inted.2020.0822 <https://library.iated.org/view/TZAVARA2020APR>
- C.18** Argyropoulou, M., Folinias, D., Tzavara, D., Grose, C., Charisis, C. (2020) Exploring the digital marketing strategy tools in the Greek retail sector, *12th International Conference, Economies of the Balkan and Eastern European Countries, EBEEC 2020, May 29-31, 2020*
- C.19** Grose, C., Argyropoulou, M., Koufopoulos, D., Tzavara, D., Efraimidou, M. and Theodorakoglou, S. (2020), Female members in corporate board of directors and financial performance, *12th International Conference, Economies of the Balkan and Eastern European Countries, EBEEC 2020, May 29-31, 2020*
- C. 20.** Kydros, D., Argyropoulou, M. and Vrana, V. (2020) COVID-19 Goes on Twitter. Greek Conversations and Discussions, *9th International Conference on Strategic Innovative Marketing and Tourism in COVID19 era- challenges and prospects, CSIMAT 2020 26-28 September 2020*
- C.21** Tzavara, D., Giakoumelou, N., Argyropoulou, M. and Koufopoulos, D. (2020) A preliminary analysis of the effects of the implementation of MBO on employee satisfaction in a Greek public Organisation, *13th Annual Conference of the Euromed Academy of Business*, ISSN: 2547-8516, ISBN: 978-9963-711-89-5.
- C.22** Argyropoulou, M., Papoutsis, K., Dionisia Tzavara, Rachel Argyropoulou, Changes in consumer behavior during the COVID-19 pandemic, *Economies of the Balkan and Eastern European Countries - 2022, KnE Social Sciences*, pp. 61-72.
- C23.** Argyropoulou, M., Ngirababyeyi, G. Argyropoulou, R., Nemati, S., Tzavara, D. (2023) Users Acceptance of Rwanda e-procurement system implementation: A case study of Rwanda Development Board, *accepted at the 30th International Annual EurOMA Conference- A Systems Lens on Operations.*, July3-6, Leuven Brussels.
- C.24.** Tartani, M. Tzavara, D., Argyropoulou, M., Koufopoulos, D., Argyropoulou, R., (2023) Employee motivation and job performance of employees in the Greek hospitality industry, *16th Annual Conference of the EuroMed Academy of Business*, Vilnius, Sept 2023 pp 761-775.
ISSN: 2547-8516, ISBN: 978-9963-711-7.
<https://emrbi.org/wp-content/uploads/2023/09/euromed2023-book-of-proceedings-2023-09-24.pdf>

BOOK CHAPTERS

B1. Motwani, J., Akbulut, A.Y. & Argyropoulou, M. (2008) ‘A Cross-Cultural Analysis of ERP Implementation by US and Greek Companies’, *ERP Systems and Organizational Change: A Socio-Technical Insight*, eds. Grabot, B., Mayere, A. and Bazet, I., Springer Series in Advanced manufacturing, pp. 181-200.

B2 Koufopoulos, D.N., Argyropoulou, M. & Kaltsev, G. (2009) ‘The Complexities and Multifaceted Issues faced by Organizations in Uncertain Times’. In: Koufopoulos, D.N. & Argyropoulou, M. (Ed) *Doing Business in the Global Economy*, pp. 1-7, ISBN 978-960-6672-45-3, Athens Institute for Education and Research, Athens (ATINER), Greece, http://www.atiner.gr/docs/2009Kouf2_CONT.htm

B3 Argyropoulou M., Sharma, M.K., Bhagwat, R., Lazarides T., Koufopoulos, D. & Ioannou, G. (2010) ‘Measuring Supply Chain Performance in SMEs’. In: Gunasekaran, A. & Sandhu, M. (eds). *The Handbook of Business and Information Management Systems*. World Scientific, pp .699-715. IGI Global, ISBN: ISBN 978-981-283-605-5

B4 Argyropoulou M., Ioannou, G., Koufopoulos D. & Motwani, J. (2011) ‘The ‘Six Imperatives’ Framework for the Evaluation of an ERP Project’. In: Kumar, S., Bendoly E. & Esteves, J. (eds). *The Handbook of Research on Enterprise Systems*. Sage Publications Handbook of Frontiers of Research in Enterprise Systems.

B5 Mancini, T. Argyropoulou, M. & Argyropoulou, R. (2018) ‘Performance management and supply chain management’. In: Harris, E. P. (Ed.) *The Routledge Companion to Performance Management and Control*. Abingdon: Taylor and Francis, pp. 306-319.

B6 Misopoulos, F. Argyropoulou M. & Tzavara D. (2018) ‘Exploring the factors affecting student academic performance in online programmes: A literature review in Anshuman’. In: Khare, A. & Hurst, D. (Eds) *The On the line - Business Education in the Digital Age*. Springer US, pp. 235-251.

B7 Reid, I., Dalziel, M., Southern, A. & Argyropoulou, M. (2018) ‘Professional Accreditation: An Investigation into the Case of Online’. In: Anshuman Khare, A. and Hurst, D. (Eds) *The On the line - Business Education in the Digital Age*. US: Springer pp. 281-302.

RESEARCH AND CONSULTING EXPERIENCE

Participation in funded projects

“Managing variability in Global Supply Chains”

EU sponsored Assigning authority: General Secretariat for Research and Technology/Greece.
2013-2105

“Web site development for the Ministry of Education”

Period covered: June 2008-December 2008

EU sponsored – assigning authority: Ministry of Education

“Integrated Web-based systems and applications for optimal operations management of shipping companies”

EU Sponsored- Assigning authority Secretariat for Research and Technology /Greece Period covered: February 2005 – February 2007.

“Business process reengineering and technical support for IT system implementation for Personal Data Protection Authority APPD”.. **EU Sponsored**: Assigning authority: Information Society SA/Greece (cooperation with ICAP SA). Period covered: August 2006 – February 2007.

“Innovative HRM approaches for the maritime sector”. “Innovative HRM approaches for the maritime sector”. Period covered: May 2004-December 2006. **EU Sponsored**- Assigning authority General Secretariat for Research and Technology/Greece (cooperation with AVIN SA).

Consulting for the private sector

Many studies for the public and private sector.

Market Research, Business Process Reengineering, IS Implementation, Property Evaluation, Entrepreneurship

Details can be provided upon request

MANAGERIAL EXPERIENCE

June 2008- December 2008

MINISTRY OF EDUCATION

Web page design consultant

September 2002-May 2005

MINISTRY OF CULTURE

Directorate of developing activities: Distribution and commercial exploitation of products and services associated with the highlighting and promotion of the country's cultural heritage

Position: Supply Chain Manager for all the museum shops

Key responsibilities

- o Creation and development of sales networks and outlets in Greece and abroad (museum shops)
- o Drawing up an overall program of sales and sales forecasts for the museum shops
- o Planning special programs and projects with third parties such as regional development agencies (public and private)
- o Customer service and satisfaction
- o Supply chain management for the entire network

March 2001- March 2002

NEOKEM SA (Chemicals, industrial coatings and construction materials)

Position: Operations and Logistics Manager

Key responsibilities

- o Design, implementation and control of the marketing plan: Industrial product market, business market customers (B2B)
- o Business marketing Communications: Advertising and Sales Promotion tools, Exhibitions.
- o Determining the customer satisfaction level (Speed of delivery, quality assurance etc)
- o Design, implementation and control of management information system (MIS): Order management; follow up of accounts receivable, sales reports, and statistics.

- o Following the rules of international trade. (Exports to Europe, Middle East, Far East, Latin America, Africa etc.)

March 1993-October 2000

HELLENIC MINERAL MINING CO. SA (Subsidiary of a Swiss Company)

Mining, processing and trading of asbestos fiber

Position: Operations Manager

Key responsibilities

- o Implementation and control of the business plan: Industrial product market, business market customers (B2B)
- o Determination of policies and services, which economically meet customer requirements.
- o Following the rules of international trade. (Exports to Europe, Middle East, Far East, Latin America, Africa etc.)
- o Direct Sales in Greece
- o Design, implementation and control of management information system (MIS)

- o Marketing logistics
- o Shipment planning and scheduling
- o Storing/Inventory planning: Determining the inventory levels in order to ensure optimum supply levels.
- o Network decisions- Transportation decisions-Carrier selection-Freight negotiations
- o Customer service: speed of delivery, availability of cargo, quality assurance.