

# Curriculum Vitae

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**ANTREAS D. ATHANASSOPOULOS**

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## **WORKING EXPERIENCE**

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2009 -	Deputy General Manager National Bank of Greece
2003 -2009	Deputy General Manager Eurobank EFG (Greece & New Europe)
2001 - 2003	Marketing Director of Piraeus Bank (Greece)
1999 - 2001	London Business School
1997 -	Athens Laboratory of Business Administration (ALBA)
1992 - 1996	Warwick Business School
1988 - 1989	Hellenic Agency for Local Development and Local Government

## **EDUCATION**

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2008, Executive Leadership, 3 month course, INSEAD  
1995, PhD, Doctor of Philosophy in Industrial and Business Studies, University of Warwick  
1990, MSc, Statistics and Operational Research, University of Essex  
1988, BSc, Mathematics (Ili Honours), University of Patras

## **ACADEMIC ACHIEVEMENTS**

### **• Referee**

Acting as a referee for leading journals such as Management Science, European Journal of Operational Research (EJOR); Journal of Money and Credit Banking, Information Systems and Operational Research journal (INFOR); the Journal of the Operational Research Society (JORS); the International Journal of Production Economics (IJPE); the Computers and Operational Research Journal (COR); the Journal of Cost Analysis, the Annals of Operations Research, the Journal of Productivity Analysis (JPA), the Economic and Social Sciences Research Council (ESRC).

### **• Membership**

Member of The Institute For Management Sciences and Operational Research (INFORMS); the Decision Sciences Institute; The Royal Operational Research Society; The Applied Econometrics Association (AEA); The Greek Operational Research Society; The Productivity Analysis Research Network (PARN); European Marketing Association, and the American Society for Quality.

## **REFEREED ARTICLES IN SCHOLARLY JOURNALS**

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- [1]. Athanassopoulos, A.D. (1995) "The evolution of non-parametric frontier analysis methods: A review of recent developments", ***Journal of Spoudai***. [Review paper]
  - [2]. Athanassopoulos A., and E. Thanassoulis, (1995), "Separating market efficiency from profitability and its implications for planning", ***Journal of Operational Research Society***, Vol. 46 (1), pp. 20-35. [Benchmarking performance]
  - [3]. Athanassopoulos A., and E. Thanassoulis, (1995), "Assessing the marginal impacts of investments in the performance of organisational units", ***International Journal of Production Economics***, Vol. 39, pp. 149-164. [Retailing performance and investments]
  - [4]. Athanassopoulos A., (1995), "Developing Performance Improvement Decision Aid Systems in retailing organisations using Data Envelopment Analysis", ***Journal of Productivity Analysis***, Vol. 6 (2), 153-170. [Benchmarking model]
  - [5]. Athanassopoulos A., and J. Storbeck, (1995), "Non-parametric models for assessing spatial efficiency", ***Journal of Productivity Analysis***, Vol. 6 (3), pp. 225-245. [Retail network design]
  - [6]. Athanassopoulos A.D., (1995), Goal programming and Data Envelopment Analysis (GoDEA) models for multi-level multi-unit organisations: An application to Greek local authorities,

- European Journal of Operational Research**, Vol. 87, No. 3, pp. 535-550. [Resource allocation]
- [7]. Athanassopoulos A., and J. Ballantine, (1995), "Ratio and Frontier analysis for assessing corporate performance: The case of Grocery industry in the UK", **Journal of the Operational Research Society**, Vol. 46, (4), pp. 427-440. [Strategic management and corporate performance]
- [8]. Athanassopoulos A.D. (1996) Assessing the comparative spatial disadvantage (CSD) of regions in the European Community using non-radial data envelopment analysis models, **European Journal of Operational Research**, Vol. 94, pp. 439-452. [Resource allocation]
- [9]. Athanassopoulos A.D. and S. Curram, (1996), A comparison of data envelopment analysis and artificial neural networks as tools for assessing the efficiency of decision making units, **Journal of Operational Research Society**. Vol. 47(8), 1000-1017. [Retail banking] The paper is used as reference material for research training in [http://career.olemiss.edu/carl/mis\\_695.asp](http://career.olemiss.edu/carl/mis_695.asp)
- [10]. Allen R., A.D. Athanassopoulos, R.G. Dyson & E. Thanassoulis, Weight restrictions & value judgments in data envelopment analysis: Evolution, development & future directions, **Annals of Operations Research**, Vol 73 (1997), pp. 13-34. [Review paper]
- [11]. Athanassopoulos A.D. and V. Podinovski (1997), Dominance and potential optimality in multiple criteria decision analysis with imprecise information, **Journal of the Operational Research Society**. Vol. 48(2), 142-150 [Decision analysis]
- [12]. Athanassopoulos A.D. (1997) Embodying service quality into operating efficiency for assessing the effort effectiveness in the provision of financial services. Special issue of the **European Journal of Operational Research** in Financial Services, Vol. 98, pp. 300-313. [Retail banking] (Basic reference for the PhD of J. Tunkershley, (2000), Florida State University)
- [13]. Athanassopoulos A.D. and G. Karkazis, (1997), The efficiency of social and economic image projection of spatial configurations, **Journal of Regional Science**, Vol. 37, No. 1, pp.75-97. [Regional performance]
- [14]. Athanassopoulos A.D. and E. Shalle, (1997) An investigation on the cost and value added efficiencies of higher education institutions in the UK using data envelopment analysis, **Education Economics Journal**, Vol. 5, No. 2, pp. 117-134. [Education performance]
- [15]. Athanassopoulos, A.D. with (C. Sarrico, S. Hogan and R.G. Dyson), (1997), Efficiency scenarios for students selection of higher education institutions in the UK, **Journal of the Operational Research Society**, Vol. 48, Iss. 12, pp. 1163-1177 [Consumer choice and performance]
- [16]. Athanassopoulos, A., (1997), Another look into the agenda of customer satisfaction: focusing on service providers own and perceived viewpoints, **International Journal of Bank Marketing**, Vol. 15, No. 7, pp. (pp. 264 - 278) [Retail banking]
- [17]. Athanassopoulos A.D., (1998), A network representation of decentralised target-based resource management of public services, **Management Science**, Vol. 44, No. 2, pp.173-187 [Modeling resource allocation]
- [18]. Athanassopoulos A.D., (1998), Multivariate and frontier analysis for assessing the market and cost efficiency of large scale bank branch networks. **Journal of Money and Credit Banking**, Volume 30, Number 2, May 1998, pp. 30-51. [Retail banking] The paper is cited in the international database: <http://www.fea.villanova.edu/arshadi-banz.pdf>
- [19]. Athanassopoulos A.D. and D. Giokas, (1998), Assessing the performance of single firm industries: evidence from the Hellenic telecommunications organisation. Vol. 107, No.1 **European Journal of Operational Research** [Regulated industries]
- [20]. Athanassopoulos A.D. and V. Podinovski, (1998), "Assessing the relative efficiency of decision making units using DEA models with weight restrictions", **Journal of the Operational Research Society**, Vol. 49, No. 5, pp. 500-509. [Theoretical paper]
- [21]. Athanassopoulos, A.D., (1998), "Optimisation models for assessing marketing efficiency in multibranch organisations, **International Review of Retail, Distribution and Consumer Research**, Vol. 8, No. 4, pp. 415-443 [Benchmarking models]
- [22]. Athanassopoulos A.D. and K. Triantis, (1998), Assessing aggregate cost efficiency and the policy implications for Greek local authorities. **INFOR**, Vol. 36, No. 3, pp. 66-84. [Combination of DEA and Fuzzy decision making method]
- [23]. Athanassopoulos A.D., C. Gounaris and A. Sissouras, (1999), "A descriptive assessment of the cost and production efficiency of the general hospitals in Greece", **Journal of Health Management Sciences** [Benchmarking models]

- [24]. Athanassopoulos A.D. and N. Labroukos, (1999) "Data Envelopment Scenario Analysis for setting targets to electricity generating plants", ***European Journal of Operational Research***, Vol. 115, No. 3, pp. 413-428. [Benchmarking models]
- [25]. Athanassopoulos A.D. and N. Labroukos, (1999), "Corporate banking in Greece: Segmentation and policy implications for the banks", ***International Journal of Bank Marketing***, Vol. 17, No. 6, pp. 274 - 285 [Retail banking]
- [26]. Athanassopoulos, A.D., (2000), "Customer satisfaction cues to support market segmentation and explain switching behaviour", ***Journal of Business Research***, Vol. 47, No. 3, pp. 191 – 207. [Retail banking]
- [27]. Athanassopoulos A.D. and D. Giokas, (2000), "On-going use of data envelopment analysis in banking institutions: Evidence from the Commercial Bank of Greece" (***Interfaces***) [Retail banking]
- [28]. Athanassopoulos A.D. (2000), X-efficiency and service quality as determinants of bank branch effectiveness. (Special edition of Cambridge Academic Press on the *Efficiency measurement of Financial Institutions*, Editors P. Harker and S. Zenios). [Retail banking]
- [29]. Athanassopoulos, A., A. Soteriou, S. Zenios, (2000), Disentangling inter and intra country differences in retail banking performance measurement, (Special edition of Cambridge Academic Press on the *Efficiency measurement of Financial Institutions*, Editors P. Harker and S. Zenios). [Retail banking]
- [30]. Athanassopoulos, A.D., Papagiannakis, L., Reclitis, P. and Spanos, Y. "Firm Capabilities, Market Environment and Innovativeness: Evidence from Greek Manufacturing Firms", ***Les Cahiers du Management Technologique***, vol. 10, no. 1, 2000, pp. 9-26.
- [31]. Athanassopoulos A.D., C. Gounaris (2001), "An assessment of the technical and allocative efficiency of hospital operations in Greece and its resource allocation implications", ***European Journal of Operational Research***, Vol. 133, pp. 193 - 208. [Benchmarking models]
- [32]. Athanassopoulos A.D., S. Gounaris and V. Stathakopoulos, (2001), "Loyalty effects of retail customers in Greece: a confirmatory factors approach", ***European Journal of Marketing***, vol. 35, nos. 5/6, [Retail banking]
- [33]. S. Gounaris and V. Stathakopoulos and A. Athanassopoulos, (2003), "Antecedents to perceived service quality: an exploratory study in the banking industry", ***International Journal of Bank Marketing***, Vol. 21, No. 4, 168-190.
- [34]. A.D. Athanassopoulos and A. Iliakopoulos, (2003), Customer satisfaction modeling n Telecommunications, ***Production and Operations Management Journal***, Vol. 12, Issue: 2, pp. 224-246.
- [35]. Athanassopoulos A.D., (2003) Strategic groups, frontier profiling and efficiency differences: Evidence from the UK retailing industry, ***Journal of Management Studies***. Volume 40, Issue 4, Page 921. [Strategic management]
- [36]. A.D. Athanassopoulos, (2003) Using frontier efficiency models as a tool to re-engineer networks of public sector branches: An application to the Hellenic Tobacco ***European Journal of Operational Research***, 154(2): 533-547. [Benchmarking models]
- [37]. Athanassopoulos, (2004), Assessing the selling function in retailing. Evidence from Retail banking, Sales forces, Betting shops and restaurants, ***Handbook on Data Envelopment Analysis*** edited by William W. Cooper; Lawrence M. Seiford , and Joe Zhu, INTERNATIONAL SERIES IN OPERATIONS RESEARCH AND MANAGEMENT SCIENCE 71, 608 pp. ISBN 1-4020-7797-1

## CLASSIFICATION OF RESEARCH OUTPUT

Research Topic	Output
Performance measurement in service operations	[1], [2], [4], [5], [7], [8], [9], [10], [11], [12], [13], [14], [15], [17], [18], [20], [21], [22], [23], [24], [27], [29], [30], [33], [36], [37], [40]
Customer satisfaction measurement	[19], [25], [26], [28], [31], [35]
Strategic Management	[32], [38], [39]
Resource allocation models	[3], [6], [16]
Quality Management	[34]
Citations	The latest figures from SSCI give me a measure of about 1923 unique citations spanning academic journals such as Management Science, Journal of Marketing, Journal of

	Business Research, Journal of Services Research, Journal of Money and Credit Banking, and the European Journal of Operational Research.
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## CONFERENCE PROCEEDINGS

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- [1]. Athanassopoulos, A. and N., Tatsos, (1992), *Econometric Analysis as an Aid for Resource Allocation Decisions: The Case of Greek Local Authorities*, Published Proceedings: Econometrics in Europe 2000, The Institute of Applied Econometrics.
- [2]. Athanassopoulos A.D., D. Giokas, (1995), "Assessing temporal and intertemporal performance of the Hellenic telecommunications industry", Published proceedings of the 3rd Balkan conference of Operational Research, Thessaloniki, Greece.
- [3]. Athanassopoulos A., (1995), "Using technical efficiency as an aid to compare profit and non-profit organisations", Refereed Proceedings: Eds. Sakis Karagiorgas foundation, Athens (in Greek).
- [4]. Athanassopoulos A., (1995), "The challenge of assessing performance in the public sector and the importance of the concepts of efficiency-effectiveness and equity", Book contribution for a special edition of the Cyprus Productivity Centre (In Greek).
- [5]. Athanassopoulos A., (1996), 'Marketing information systems as a means to achieving competitive advantage in retail organisations', *International productivity symposium VII*, Athens, Greece.
- [6]. Athanassopoulos A., (1998), "Assessing the business value of electronic commerce", *1st International conference on Electronic Commerce*, Athens, National Documentation Centre.
- [7]. Athanassopoulos A., In the asterism of retail service industries: Evidence from commercial banking, sales forces, restaurant and betting shops efficiency, Service Operations Management Association (SOMA) conference, August 1999.
- [8]. Athanassopoulos A., Assessing performance in retail branch networks using DEA: an empirical application to data from a specialized mortgage bank, European Financial Management Association, Athens, June 2000.
- [9]. Athanassopoulos A., System flow between service capabilities, service orientation and customer satisfaction, 9<sup>th</sup> Competitive conference of Quality in Services, Aston University, UK

## CONFERENCES

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- [1]. Athanassopoulos A.D. and C. Pappis, (1990), *Criteria for Distributing Central Grants to Local Governments*, 12th Triennial Conference on Operational Research, **IFORS 92 XII**, Athens, Greece.
- [2]. Athanassopoulos A.D. *Using Data Envelopment Analysis for assessing performance in Profit Making Multi-Unit Organisations*, Invited seminar at **London Business School**, February 1992.
- [3]. Athanassopoulos A.D. and E. Thanassoulis, *Resource Allocation in Service Organisations with multiple operating units using Data Envelopment Analysis*, **EURO XII/ TIMS XXXI** conference, **Helsinki**, June 1992.
- [4]. Athanassopoulos A.D. and J. Storbeck, (1992) "Convex Versus Non-Convex models for Spatial Efficiency", Warwick Business School Research Papers No. 58., Invited paper at the **TIMS/ORSA** Joint National Meeting, May 1993, Chicago.
- [5]. Athanassopoulos A.D. and E. Thanassoulis, *Integrating Efficiency Assessments with Resource Allocation in Public Sector Organisations*. **National Operational Research Conference**, Birmingham, September 1992.
- [6]. Athanassopoulos A.D. *Improving Resource Allocation Decisions In the Public Sector Through Efficiency Assessments*, Invited paper in the **IFORS 93 XIII**, Lisbon, Portugal, July 1993.
- [7]. Athanassopoulos A.D. *Assessing investment impacts on performance using DEA*, Paper presented at the **3rd European Workshop on Performance Measurement**, Louvain, Brussels, October 1993.
- [8]. Athanassopoulos A.D. *Performance improvement decision support in organisations with multi-tier management*, Invited paper in the *best of British* section of the **ORSA-TIMS** conference, Boston, April 1994.

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- [9]. Athanassopoulos A.D. Developing cost efficiency & target setting scenarios in "virgin industries" using DEA: The case of Greek local authorities", **EURO XIII / OR 36** conference, Glasgow, UK, July 1994.
- [10]. Athanassopoulos A.D. and G., Karkazis, "Data envelopment analysis models for assessing the effectiveness of the regional image of prefectures in Greece", **National Operational Research** conference, Kent, September 1995.
- [11]. Athanassopoulos A.D. and R. Dyson, "Global resource allocation systems using mathematical programming", **National Operational Research** conference, Kent, September 1995.
- [12]. Athanassopoulos A.D. and E. Shalle, "Performance measurement of higher education institutions in the UK", **National Operational Research** conference, Kent, September 1995.
- [13]. Athanassopoulos A.D. and D. Andrioti, "Application of data envelopment analysis in telecommunications - the case of the Hellenic Telecommunications organisation", 2nd meeting of the international working group on environment, location decisions and regional planning **ELR-IWR II**, Kavala Macedonia, 28-30 June 1995, Greece.
- [14]. Athanassopoulos A.D. and D., Giokas, "Frontier analysis methods for assessing the corporate performance of the telecommunications monopoly in Greece over the period 1971-1993", **3rd Balkan OR** research conference, Thessaloniki, Greece.
- [15]. Athanassopoulos A.D. and L., Seiford, (1995), "Developing data envelopment based models for setting targets to guide the operation of electricity generating plants", **INFORMS**, New Orleans, USA.
- [16]. Athanassopoulos A.D. Assessing the market and cost efficiency of betting shops using data envelopment analysis", **INFORMS**, New Orleans, USA, (October 1995).
- [17]. Athanassopoulos A.D. and K. Triantis, (1995), Assessing aggregate cost efficiency & policy implications for Greek local authorities: a non-parametric approach, Paper to be presented at the **5th European Workshop on Performance Measurement**, Louvain, Brussels.
- [18]. Da Silva C., A.D. Athanassopoulos and R.G. Dyson, Performance measurement scenarios of the higher education in the UK, To be presented in the **IFORS** conference in Vancouver 1996.
- [19]. A.D. Athanassopoulos and L. Seiford, Mathematical programming models for global target setting and performance monitoring applied to electricity generating plants, **INFORMS** meeting, Washington D.C., 1996.
- [20]. A.D. Athanassopoulos, Linking service quality to service productivity in financial services, **Wharton Financial Institutions Research Centre**, May 1997 (Competitive workshop)
- [21]. A.D. Athanassopoulos and Y. Spanos, Antecedents of innovativeness of Greek manufacturing firms, **XI ISPIM** International Conference, Spain, 1997
- [22]. A.D. Athanassopoulos and Y. Spanos, X-efficiency linked to organisational strategy and internal firm capabilities, **7th European Workshop on Performance Measurement**, Denmark, 1997 (Competitive workshop)
- [23]. A.D. Athanassopoulos and X. Gounaris, "Mathematical programming models for assessing technical and allocative efficiency of hospital production in Greece", **APMOD International conference**, Cyprus, 1998.
- [24]. AD. Athanassopoulos, "In the era of performance measurement: the last and the next 10 years ahead", **Summer School of the European Association of Operations Research**, Warwick Business School, 1998.
- [25]. AD. Athanassopoulos, "Performance measurement and Service Quality synergies in the service sector", Plenary Speaker invited in the **Annual conference of the Operational Research Society of Italy**, Lombardia September 1998.
- [26]. A.D. Athanassopoulos, "Benchmarking new product development teams", **Decision Sciences Institute** annual conference, Athens, Greece, July 1999.
- [27]. A.D. Athanassopoulos, "Assessing marketing efficiency in selected private sector industries: Retail banking, sales forces, betting shops, and restaurants", First International meeting of the **Services Operations Management Association**, Boston, August 1999.
- [28]. A.D. Athanassopoulos, "Assessing determinants of customer satisfaction in the Telecommunications industry", **Service Research Frontiers**, October 1999.
- [29]. A.D. Athanassopoulos, "Putting DEA to work within a re-engineering framework", **Productivity Analysis Research network**, Denmark, October 1999.
- [30]. A.D. Athanassopoulos, "Integrating the system flow of Service Capabilities, Service Orientation and Customer satisfaction", **EISAM conference proceedings**, Aston Business School, May 2000, UK.

## *Curriculum Vitae: Antreas D. Athanassopoulos*

- [31]. A.D. Athanassopoulos, "Benchmarking bank branch networks: an application to a mortgage lending institution", **European Financial Management Association**, ALBA, June 2000, Athens.
- [32]. A.D. Athanassopoulos, "The balanced scorecard process", PriceWaterhouseCoopers conference, Athens, March 2002.
- [33]. A.D. Athanassopoulos, "The Strategy Focused Organisation", PriceWaterhouseCoopers conference, Athens, March 2002.

## **TEACHING EXPERIENCE**

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2002 -	<b>Strategic Management</b> (MBA Athens Laboratory of Business Administration)		
2000	Application of the European Model of business excellence (EFQM) as part of the Professional MBA course at Athens Laboratory of Business Administration. This is a unique and innovative stream of the MBA that goes in parallel with the main MBA course and it accounts a load of 4 full courses.		
1999-	<b>Strategic Performance Management</b> (MBA Athens Laboratory of Business Administration)	(30	Hours)
1999 -	<b>Process and Project Management</b> (MBA Athens Laboratory of Business Administration)	(30	Hours)
1998 -	<b>Service Operations Management</b> (MBA Athens Laboratory of Business Administration)	(30	Hours)
1998 -	<b>Strategic quality and productivity management</b> (MBA Athens Laboratory of Business Administration)	(30	Hours)
1997	<b>Distribution channels &amp; Logistics</b> (BSc Athens University of Economics and Business)	(10	Hours)
1997	<b>Consumer Behaviour</b> (BSc Athens University of Economics and Business)	(20	Hours)
1992 - 1996	<b>Mathematical Programming</b> (MSc Warwick Business School)	(40	Hours)
1992 - 1996	<b>Decision Science</b> (BSc Warwick Business School)	(40	Hours)
1992 - 1996	<b>Performance measurement &amp; Benchmarking</b> (MSc Warwick Business School)	(40	Hours)
1994 -1995	<b>Decision Sciences</b> (MBA Warwick Business School)	(40	Hours)
1994 -	Supervision to over of 40 MSc and MBA projects for students of the Warwick Business School and at the Athens Laboratory of Business Administration. Most of these projects were undertaken for Multinational firms such as British Telecom, British Airways, Allied Lyons, Abbey National, and the Home Office, Shell-Greece, Unilever-Greece, Titan, ETEBA Investment Bank, Vodafone, Piraeus Bank, Hellenic Bank in Cyprus.		
1995 -	<b>Executive courses</b> in the areas of Strategic Management, Quality, Project Management, Electronic Commerce, Customer Service Management and Financial Services Strategy in open seminars and companies such as the Greek Productivity Centre, National Power Corporation, National Bank for Industrial Development, Siemens Group, Inscope group, Bank of Piraeus, British Providence, Hellenic Bank, Shell, Famar.		

## **CONSULTANCY & PROJECTS**

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<b>1988-1989</b>	Reorganisation of the policy making system of Greek Local authorities. A pilot study including a sample of five Greek municipalities. Project financed by the Central Union of Greek Local Authorities.
<b>1991-1993</b>	Developing Support Systems for monitoring the performance of <u>ALLIED BREWERIES</u> retailing networks (2,000 pubs and restaurants).
<b>1993</b>	Assessing the performance of Water and Sewage treatment authorities in the UK to support the cost analysis project by <u>OFWAT</u> .
<b>1994/95</b>	Assessing performance of a chain of betting shops for <u>CORAL plc</u> . The project sought to install a performance monitoring system of market and cost efficiency of the 700 retail outlets controlled by the company.

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- 1995/96** Assessing the performance of FIRE BRIGADES in the UK. The project sought to develop a decision support system for linking the performance of fire brigades with the funding formulae used to allocate budgets from the central government.
- 1995/96** GREEK PRODUCTIVITY CENTRE. Project involves the assessment of performance components of bank branches in Greece.
- 1996-1997** Project concerning the Business Plan and Strategy framework of THE HELLENIC BANK OF INDUSTRIAL DEVELOPMENT (the project was undertaken jointly by Business and Project Management SA the Allied Irish Bank (AIB) consultants)
- 1997** Assessing the performance of NATIONAL MORTGAGE BANK branches (Is the main mortgage bank in Greece with 110 bank branches)
- 1996-1998** EU funded project ADAPT-I “The use of new technology in Marketing and Electronic commerce, budget 100000 Ecu”, (Scientific advisor)
- 1996-1999** EU funded project INNOVATION MANAGEMENT TECHNIQUES “Promoting innovation management within Greek SMEs budget 300000 Ecu” (Project manager)
- 1998-2000** EU funded project INNOVATION, “Technology transfer in Greek SMEs via the IRC centres, (Scientific advisor)
- 1998-1999** EU funded project ADAPT-II “Anticipating and promoting electronic commerce and quality management in Greek SMEs, budget 100000 Ecu”, (Scientific advisor)
- 1998** NATIONAL POWER ORGANISATION (Greece), Feasibility study on the deployment of direct marketing services.
- 1997-1998** NATIONAL Tobacco ORGANISATION (Greece), Reorganisation project concerning organisational structure, human resource plan and restructuring of its branch network.
- 1998** ASTRA HELLAS (Greece), Assessment of the cost efficiency of the Hospital Sector in Greece and its strategic implications
- 1998** DOUKAS Private educational institution, Business Plan for the strategic investment of a Conference and Sports’ centre
- 1999** Athens Transport Authority Development of a Strategic Marketing Plan for the Organization concerned
- 1999** SIEMENS HELLAS, Strategic Business Plan concerning the development of a new business unit concerning the provision of maintenance services in electromechanical equipment and systems.
- 1999** HYGEIA SA. Process Mapping and activity costing of the Laboratory examinations of the hospital. Design of the customer satisfaction system of the hospital concerning different target groups of its customers.
- 1999** “Attiki Honey Producers”, Strategic Marketing Plan concerning the introduction of new products and the development of new distribution channels.
- 1999-2000** “Mass Fashion”, Logistics Audit and Improvement planning of the logistics systems of company concerned.
- 1998-2000** HELLENIC TELECOMMUNICATIONS ORGANISATION, Design and Implementation of the Customer Satisfaction System of the Organisation. The project entails a series of 7 different surveys focused on Household and Business Customers.
- 2000** “Attiki Honey Producers”, Strategic assessment of the effectiveness of the advertising campaign concerning honey
- 2000** “BENTEX”, EU funded project concerning the development of a benchmarking database with initial information from 500 companies from the textiles industry in the UK.
- 2000** “Post Savings Bank” Support the New product development process of Financial Services Products.
- 2000** “EPET” Research project concerning the development of the Electronic Commerce applications in Textiles industry. The project involved the development of an audit and benchmarking tool concerning the Supply Chain management of firms in the industry concerned.
- 2000** “Bank of Pireaus”, Strategic management workshop for the top management of the bank in order to design the Balanced ScoreCard of the functions of the bank.
- 2000** “International Life Insurance firms”, Strategic management workshop for the top management of the bank in order to design the Balanced ScoreCard of the functions of the Insurance Services firms.

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- 2000**      “Bank of Pireaus”, Strategic assessment of project initiatives undertaken by the bank towards the increase of its competitiveness.
- 2002**      “British Providence”, Developing a Balanced ScoreCard approach to measuring the performance of the organization.