

Brainstorming	Developing a pricing model for water supply providers <p>The purpose of the following project is the development of a model for the dynamic pricing of water services. The model should be able to produce a set of prices for water services that if applied would ensure viability and financial independence for the organizations that offer such services, while in the same time and by means of an appropriate pricing policy ensuring the rational use and long-term availability of the water resources. The first part of this project is concerned with setting the necessary theoretical basis behind all the factors involved in the pricing of water services. In addition to this, and due to the fact that in order for a pricing policy to be render applicable from the Water Companies, it should be in accordance with the current legislation, an extensive account of the corresponding Greek and European legal frame is also included. In this chapter the legislation the, relevant to water issues, laws of Chile and South Africa are covered to some point, because of the interesting peculiarities that they present. The complete assessment of the present situation concerning water issues in the Greek market, as well as the need for a thorough understanding of the standing pricing policy, required a number of on-site visits to Municipal Water and Sewage Companies. The conclusions drawn, together with a presentation of each Municipal Company are in the second part of this study. The third part is about the Water Pricing Model itself, accompanied by the necessary manual. Following that comes an analytical assessment of the rationale and the concessions behind its development as well as an explanation of the parameters, the variants and their interconnecting relations.</p>	2004
Deloitte &Touche	Recognition of Supply Chain Management opportunities in the Greek market	2002
Deloitte &Touche	Knowledge Management Implementation to support Greek Companies <p>Many companies lack Knowledge Management procedures, systems and organization. This can result in increased operating costs, duplication of work and underutilization of Human Resources. In view of introducing a consulting service line in Knowledge Management, this project performed a market research focused on what technologies are available, on company needs for KM, and how companies prioritize the implementation of Knowledge Management technologies. The deliverables of the project include a definition of commercial approach and development of presentation and support documentation.</p>	2001
Deloitte &Touche	Developing an integrated Balanced Scorecard solution for the banking sector	2000
Diadikasia	Balanced Scorecard development and implementation methodology	2000
Econet	Feasibility study of redesign and development of the information system of the Ploigiki Service of the Ministry of Commercial Shipping <p>The present study has as aim the restructuring and Information Technology (IT) adaptation of processes and work methodologies of the Ploigiki Service (PS) of the Greek Ministry of Commercial Shipping. The restructuring is necessary at present so as to prepare the PS in order to face its current needs as well as the future developments and environmental changes of the sector. The development of the IT System, will also help improve the</p>	2003

	<p>effectiveness and is minimize the cost of operation of the PS. The study is separated in three parts. In the first part are described the recent evolutions and the present state of the PS as well as it's counterparts in the European Union countries, complemented by a comparative analysis of the above. The second part of the study covers the description of the current and suggested procedures as well as the development of the IT system which will lead to the restructuring of the PS. The third part is dedicated to the analysis of the balance-sheet of the PS and to the policy that which must be followed in order to maintain its balance in the future. Finally in the last chapter the basic conclusions are summarized which are derived from the analysis and treatment of elements of all the study.</p>	
Ernst & Young Finance SA	<p><u>Analysis of the Lotteries & Betting market in Greece and South-eastern Europe with respect to evolution, competition and institutional conditions</u></p> <p>The study consisted of an effort to understand a sector before and during a major transformation. It was realized on behalf of Ernst & Young Finance SA, at a time of crucial preparation for the aforementioned changes and during the official cooperation with OPAP SA, regarding a five-year Business Plan. The project comprised mining and processing of a vast amount of information about nine different markets (five Balkan and global ones). The research focused on the concentration of secondary data on the economic environment, the legal framework, the present market conditions, the trends and prospects of the sector for further growth. All segments of the market were considered except for the casinos. This study ended with the drawing of conclusions and the unveiling of significant opportunities and threats per segment, country and distribution channel, regarding the formulation and future evolution of the markets under examination.</p>	2005
Grant Thornton	<p><u>Renewable energy sources market: Framework and Risk Measurement</u></p> <p>The Renewable Energy Sources (RES) market in Greece is expected to meet a substantial growth the following years, in order for the legally binding targets of 2020 to be fulfilled. Wind and solar energy are anticipated to be the leading technologies, taking advantage of the recently implemented legal framework, which aims to promote and accelerate their development. This study provides a comprehensive analysis of the Greek RES market, presents an overview of the relevant legislation and identifies and assesses all the risks associated with the implementation of a RES project. Analyzing the phases of such a project (permitting & business development, construction-financing-testing and operation-maintenance), the study presents the risk perspective of all the involved parties (competent authority, banks, investors). Although variations among the different groups exist, it is concluded that the most significant threats for a RES project derive from the problems that may be encountered in order to connect with the grid, the environmental impacts, the delays in the permitting procedure and the general administrative barriers, from a possible appeal to the Council of State, the difficulties to find the necessary funds for financing the project, as well as from a possible change in the legal framework.</p>	2010
Grant Thornton	<p><u>The Textile Industry in Greece and Analysis of 4 Subsectors for 2009</u></p> <p>This project firstly describes the history and the financial data of the industry both in Greece and abroad, as well as the problems the industry has faced in the recent years and its main players. Then specific sub-sectors were analysed in depths so as to enable specific suggestions for restructuring.</p>	2010

Grant Thornton	Cash Flow Management Tool for Small and Medium Enterprises <p>The objective of this Field Study Project was the creation of a model which will be used in a dual manner: Firstly for the calculation of both past and future (projected) cash flows of a company, and, secondly, for informing better the company's strategic decision-making process. This model is primarily targeted to SMEs (Small & Medium Enterprises) which often suffer from lack of organization of their available information and its effective management. Alternative models were developed for SMEs with few or no historical data, and for SMEs with significant historical data and/or ERP systems, whose main objective was to restructure readily available information in a form allowing improved decision making and higher data reliability.</p>	2009
	Analysis of essential procedures during the search for strategic investors <p>At first, it was conducted an analysis of the nickel market. This analysis focused mainly on the supply and demand of nickel and the prices that prevail. Then an analysis of the competition, the substitutes and the major customers was conducted. The role of the team was to make a profound analysis of the business operations of the company. In this analysis, a special mention was made to the development of the company, its ownership and organizational structure. The team also analyzed its premises, installations and reserves and resources categories. Moreover, an analysis of the global nickel market was conducted in which the team referred to the supply and demand, to the nickel prices and to the major competitors of the company. A further analysis was made to the company's Research and Development department and its investments. and to its customers and suppliers. Specifically, the team referred to its commercial and pricing policy as well as the procedures and regulations for the selection of suppliers and the major cost components that the company takes into account.</p>	2009
Grant Thornton	Assessment of corporate governance practices employed by the Greek listed companies <p>The present project assessed and evaluated the compliance of the Greek listed companies with the principals of Corporate Governance. Based on confidential corporate data, the team developed a 'Corporate Governance Survey', which contains analytical information regarding the current situation of compliance of the above companies. Furthermore, the above data contributed to the development of an objective metrics system counting the level of compliance for the listed companies. Both the results of the 'Survey' as well as of the 'Corporate Governance Index' conclude at a level of compliance around 56-58%. Moreover, the Greek companies seem not to have understood the flexibility that the 'comply or explain' approach offers in order to explain why they diverge. Despite the fact that they have made important progress in comparison to 2005, they still lack of quality in the compliance that they present. Finally, the results show that the effort for modernization of Corporate Governance in Greece must focus mainly on the independence and supervising role of the Board and the adoption of international best practices.</p>	2006
Grant Thornton	Analysis and assessment of the quality of the Corporate Governance practises undertaken by Greek listed companies <p>This field study project presents an attempt to assess the compliance of Greek listed companies with the greek Corporate Governance framework, as well as with the international best practices. Trends regarding the compliance of companies are indicated in the 'Corporate Governance Review', while the compliance score of each separate company and the</p>	2005

	<p>stock market as a whole is estimated through the 'GRGov Index'. Companies comply to the aforementioned framework, according to the 'GRGov Index', at a degree of 56,30%, which is considered a relatively satisfactory level of compliance. The majority of the companies seems to fulfill the minimum standards set by the Greek regulation, but achieves low compliance with the international best practices. Their strong points lie in practices concerned with shareholder's rights, the role of independent-non executive directors and board remuneration, while they come short of practices concerned with transparency and board functioning.</p>	
IS IMPACT - TUI HELLAS	<p>E-tourism: Innovative electronic distribution solutions of travel services</p> <p>E-Tourism refers to the travel services offered through the adoption of modern Information Technologies, and especially through the Internet. IS Impact is a leading eBusiness solution provider for the Retail and Travel industries. The major e-Tourism project that the company has implemented, and serves as a basis for our study, is the development of an e-hub for TUI Destinations. The study aimed at facilitating the company to enhance its products and position in the local and the international market. International e-travel portals that are competitive to the TUI portals, having developed an innovative evaluation tool were identified and analysed. Based on that, best practices for the online travel business and recommendations for www.bookcyprus.com, a portal developed by IS Impact for the TUI e-hub, were developed. Furthermore, a market survey on the "Current status of the IT Readiness in the Greek travel agencies" was conducted. Based on the research, suggestions for the company's strategic action plan focused around three pillars: a) Internet solutions, b) Intranet solutions and c) ERP solutions.</p>	2006
ITMC SA	<p>Methodology for Operational Development Aligned with Strategy</p> <p>This Field Study Project aims to provide a methodological approach to developing the essential framework for aligning the core strategy of organizations, and more specifically of Local Government Authorities (Municipalities), with their daily actions. Therefore the name of the Project is "Methodology for Operational Development Aligned with Strategy" or MODAS. The Project Team, consisting of five iMBA FT19 students, worked in close collaboration with ITMC S.A. Management Consultants and had to quickly get familiar with the overall services of the company, the performance management software needed for implementing the MODAS (QPR Software) and to fully understand the strategic and operational needs and capabilities of the end client, which in this case was the Municipality of Amarousion. Afterwards, the team effectively implemented the MODAS step by step from clarifying the Municipality's existing strategy, developing the Strategy Map through the Balanced Scorecard Methodology, selecting the Key Performance Indicators to be monitored and setting up a fully functional pilot version of the model that is currently accessible through the web. The ITMC's final proposal which was shaped by the Project Team's efforts, is currently being evaluated by the Municipality and in case of acceptance, it will lead to a cooperation that can be very fruitful for both parties.</p>	2017
ITMC SA	<p>Marketing Strategy for Process Analysis Software and Implementation Methodology</p> <p>This thesis is focused on developing a marketing strategy for the Process Analysis Software tool "QPR ProcessAnalyzer", developed by the Finnish company QPR Software Plc. The purpose of this thesis is to create a detailed and specialized marketing plan accompanied by a precise implementation methodology followed by the Greek company ITMC S.A. The thesis will begin by setting the objectives and the reasons for our research, followed by the analysis of the technological background of process mining that "QPR ProcessAnalyzer" operates. What's more, the dissertation focuses on the</p>	2017

	analysis of the external and the internal environment. The thesis will continue by presenting the results and conclusions of the conducted quantitative research, through the distribution of an online questionnaire regarding process analysis software tools and concluding to the SWOT analysis. The two final sections are dedicated to the marketing strategy and the implementation methodology that are recommended to be followed by ITMC S.A.	
ITMC SA	<p>Database marketing for the tourism industry</p> <p>Database marketing is the application of statistical analysis and modelling techniques to computerized, individual-level data sets. It can be used to support the planning and design of new tourist products, based on the knowledge gained about the customers and their needs and the development of cost-effective marketing programs that communicate directly with identified customers and prospects, and to track and evaluate the results of specific promotional efforts. The project line of action included following Phases: Definition of the data base marketing mission, situation analysis, development of a project methodology for a DBM project, recording of the key data, basic recommendations concerning DBM, statistical analysis Models and data elements required, and development of pilot statistical analysis models and sample database.</p>	2006
MARNET	<p>Commercial exploitation of innovative developments in the area of maritime engineering</p> <p>The project examines the possibilities for exploitation and formulation of a business plan for the development and commercialisation of an innovative software application, which could assist in consulting projects in the maritime or port sector. The work carried out has the structure of a business plan and contains in-depth information concerning intellectual property, financing and partner selection. The business plan helps the company's management to evaluate different investment scenarios taking into consideration all parameters of the problem. The project further analyses the Greek and international market, where the new idea would be commercialised, examining aspects of differentiation and internationalisation, as well as the unique selling proposition and the competitiveness of the innovation. Additionally, different business models for exploiting the innovation are elaborated and analysed. Finally, a financial plan is developed, taking in consideration the financing opportunities and the relevant risk factors.</p>	2002
Planet Ernst & Young	<p>Analysis of green financial products</p> <p>Modern enterprises adopt more and more sustainable development strategies (environmental protection - social responsibility - economic wealth), realising their direct relation with competitiveness, efficiency and profitability. This finding drives financial institutions to see sustainable development as a long-term attractive business field, pushing them to develop "green" financial products, with the aim, besides cash in, the promotion of sustainable development. Examples of such products are green funds, social responsible investments, etc. Unlike of what is happening today in Europe, where the market of "green" financial products & services is growing substantially, in Greece, even though the market appears to grow, it is in an early stage, with indefinite boundaries and without having gained unified characteristics, differentiating it from the traditional industries. The development and penetration of "green" financial products is a dynamic procedure that renders the need for cooperation between all the parties involved. From a financial point of view, it requires encouragement of innovation and investment of resources (financial, human and</p>	2002

	<p>technological) on their development, while from a business perspective, it requires adoption of instruments and methods (sustainability report, interrelation between environmental and financial efficiency etc) that will contribute to the rational assessment and evaluation of plans, projects and the company itself.</p> <p>In this framework, the development of an innovative market partnership between financial organizations, consultancy firms and enterprises is proposed, since the interrelation between the parties involved (stakeholders), the cooperations developed and the fulfilment of specific market needs will promote the maturing of the market in the total.</p>	
PLANNING	<p>A supplier perspective on development opportunities in the food, FMCG and logistics market in South-Eastern Europe</p> <p>The former Soviet Union countries in the South and Eastern Europe are still in the transition from regulated economy to free markets. Specifically the food and fast moving consumer goods markets are going through a transformation phase from traditional to modern retail and distribution practices. In order to make sound investments in such highly volatile environments the access to recent, accurate and reliable information is vital. The study provides the relevant information through comprehensive reports for the markets of Romania, Bulgaria, Serbia and Ukraine. These reports analyze the alternative sales channels - retail, wholesaling and HoReCa (hotels, restaurants and catering), the infrastructures as well as the logistic services market including distribution and third party logistics (3PL). The data collected and the analyses conducted can significantly help companies planning to expand their business in these countries as exporters or distributors, understand the market, identify opportunities and realize the specific challenges to be faced in each country.</p>	2008
PLANNING	<p>The Role of Greece as a Pivotal Point for Expansion in Central Eastern Europe</p> <p>The markets of the Central Eastern Europe (CEE) region are attractive to most multinationals. Greece, being one of the initial investors in the region, has gained comparative advantages in "understanding" the dynamics in these markets. As interest from other European countries is increasing, Greece is facing mounting competition. The study explores Greece's overall strategic role in CEE in undertaking logistics and management related roles. It also assesses Greece's potential as pertained to its investment presence in the CEE area, with the purpose of examining its current and future prospects. It also advances its formulated hypotheses through comparative assessment (qualitative and quantitative) of the markets in the region via a set of identified criteria, respective of the necessary resources for efficient operations of logistics and management centres. The results prove that in terms of management capabilities, Greece and Austria are capable of undertaking such a role. For logistics operations, there are no definite conclusions, as decisions depend upon company specific considerations relative to overall organization strategy. However, since Greece is the only country in the Balkans with the necessary qualifications to undertake logistics responsibilities, it is suggested that it receives preference for the SEE.</p>	2007
PLANNING	<p>Business and investment planning study</p> <p>This project aimed at developing a methodological framework for the preparation and evaluation of Business Plans, as well as the preparation of applications to be submitted to the Ministry of Economics in the provisions of the Developmental Law 3299/2004. This guide was developed in order to help Planning S.A. as well as some other companies and individuals who deal with the financing of investments to prepare a feasible Business Plan. The aim of this guide was to code all the information needed for the investors in order to: a. Comprehend the conditions and processes of</p>	2006

	financing their investment proposals, b. Prepare their investment proposals.	
PwC PricewaterhouseCoopers	Communication strategy towards young professionals and graduates Staffing an organization with the right human capital is not only pivotal to the success of the organization but also one of the greatest challenges to be faced. This project was conducted in order to research the most efficient methods to "attract" young graduates and professionals for recruitment purposes on behalf of PricewaterHouseCoopers (PwC)-Greece. In order to draw conclusions regarding the most suited ways to attract suitable candidates, more than 260 questionnaires distributed by PwC during previous recruitment periods were analyzed. Moreover, a focus group of young graduates and professionals was interviewed. Finally, relevant literature on how to find and attract talented graduates was studied and is cited accordingly. Based on the analysis of data, different approaches and plans were suggested so as to attract the most suited and competent candidates, in cooperation with the different departments of the Economic and Business Schools that currently constitute the main pool of candidates for the firm.	2010
Retail Link	Feasibility Study for CRM Infrastructure The scope of this study is to decide upon the suitable CRM system for Retail@Link. The company is a service provider with the objective is to facilitate the collaboration and transactions between suppliers and retailers. The study was based upon three basic research methods: the analysis of Retail@Link's main process with the use of Business Process Modelling, customer survey with the use of questionnaires and personal interviews with the most important of them and market research in order to find the most suitable CRM system for the organization. The first step to this process was the personal interviews with the company's employees and potential users of the CRM. The second step included the creation and distribution of the questionnaires to the customers and interviews with a selected number of them. From this step we found out the complaints and difficulties in collaboration that customers may face and how a CRM system will lead to their improvement. After having specified the requirements from both company's employees and customers, we moved to the requirements specification by prioritization of them and giving them the adequate weights. Then we conducted a market survey in order to find the available CRM solution in the Greek market that will fit Retail@Link's needs. Then we proceeded in personal meetings with the CRM providers in order to be informed in detailed about the different options and be able to select the most suitable. Finally, we selected the top eight solutions and we ranked them according to selected criteria.	2007
SIMEONIX	SAP-OIL-AND-GAS: Prototype scenario of a SAP-based industry solution for oil and gas This project developed a complete procedure of prototyping of a business solution based on SAP Oil & Gas industry solution. It contains relevant documents like requirements and functional specifications. Focus is set on downstream operations, particularly on bulk transportation. Relevant business functions like scheduling, loading- and delivery-confirmation are described and presented within an appropriate scenario on a demonstration system. The results of this study will be used to train junior consultants in a project-like environment, thus supporting a strategy of transferring knowledge and experience in implementing business software solutions.	2008
Symposium Communications Ltd.	Positioning and Building of the "Friendlies" Brand within the Plush Toys' Market	2003

	<p>This project was undertaken with a view to positioning and building the "Friendlies" brand of the company V. Christakopoulos S.A. within the plush toys' market. Among various methods used to achieve this aim, the most prominent technique was that of market research, directed towards competitors, retailers and end consumers. Its main part, i.e. research with regard to end customers, was both qualitative, via focus groups, and quantitative, via the drafting and collection of questionnaires. The above led to the formulation of recommendations for the Company, which can be distinguished into strategic and tactical ones, with a focus on the marketing mix elements (Product, Place, Promotion and Price). The final issues that were examined comprised of the consideration of the recommendations' consequences to the Company, their time scheduling and the drafting of a contingency plan in order to confront any problems.</p>	
Systema	Development of an organizational and economic plan for regional airports	2000
WifOR GmbH	Clean Sea – Corporate Social Responsibility Projects: The case of Ireland <p>Marine pollution has become a serious global problem, originating from a variety of land and sea-based sources and affecting a various range of industries. During this field study project, our team developed CSR activities that not only reduce sea/beach waste in an effective way, but also consider CSR needs of sponsoring organisations, while applying WifOR's impact analysis models. The first part focuses on identifying the major types of sea pollution and their impact on the environment, various sea related sectors and the economy. Further, the most important stakeholders that either contribute to and/or are mostly affected by sea pollution were identified. The second part is a compilation of CSR activity models that tackle the identified main issues of marine pollution and correlate with WIFOR's specific impact analysis model(s). Finally, potential sponsors and collaborators (i.e. companies, organizations, NGOs, public administrations) for the projects along with their incentive to participate were identified and put together in an indicative list.</p>	2018
WifOR GmbH	Clean Sea Project: The case of Greece <p>The aim of this report is to describe the effects of marine litter, especially plastic litter, at an environmental and socioeconomic level in Greece, notably in the industries of fishing and tourism, and to suggest ways to combat it. After identifying the main sources and impacts of litter, several Corporate Social Responsibility (CSR) activities are suggested which key stakeholder groups would be interested in sponsoring in order to battle the issue of marine litter. The proposed CSR activities are based on WifOR's models, with which the company can quantify the impacts of marine litter and translate into macroeconomic data, but also describe financial motives for the sponsors that will adopt it.</p>	2018
Yellow Engine	Applying Customer Relationship Management Models in the Tourism Industry <p>This project examined how contemporary Customer Relationship Management and targeted marketing practices can be implemented in the tourism industry for Small and Medium-sized Enterprises, so that they can achieve customer retention, increased profitability and smoothening of demand. The reason that this industry was selected is that it has certain characteristics that render the implementation of CRM and targeted marketing models extremely successful. Furthermore, the key findings, the conclusions and the proposals were generalised to other industries, with similar characteristics as that of tourism. The methodology that was followed includes the collection of demographic and financial data of the under analysis company's customers, which after statistical and data mining analysis revealed specific customer patterns, which were analysed thoroughly and were used for the new integrated operation proposal under the scopes of CRM and targeted marketing. The actions that are proposed</p>	2002

	for the company under analysis are very specific and are expected to yield the expected positive results if they are implemented as mentioned. These actions can be generalised with some restrictions for other tourism SMEs as well and also for enterprises that operate in similar industries.	
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