

Transportation and Logistics

Argos Press Distribution	Analysing the benefits from introducing Telematics Applications in press delivery operations	2000
Athens International Airport	Development and Application of a Methodological Framework for Assessing Airport Information Technology Projects <p>The aim of this study is the development and application of a Methodological Framework for the evaluation of airport IT projects. The study was carried out at the Athens International Airport in collaboration with the airport's IT&T Department. The impact assessment methods used are Cost-Benefit Analysis, Cost-Effectiveness Analysis, and Multi-criteria Analysis. The study begins with an analysis of the evaluation requirements that the decision-maker has at each phase of the project lifecycle, and the economic evaluation parameters of airport IT projects. The following part involves the form and the accuracy of the results obtained from the aforementioned impact assessment methods at each phase of the project lifecycle. The next part includes the proposed Methodological Framework for the evaluation of airport IT projects. The proposed Methodological Framework is applied at a hypothetical airport IT project.</p>	2007
Athens International Airport	Analysis and Recommendations Relative to the Implementation of Aeronautical Billing System (ABS): The Case of the Athens International Airport <p>The goal of the study is to analyse the performance of the Aeronautical Billing System of the Athens International Airport. Recommendations for the system improvement are made. He first part of the work maps the billing process assuming that no billing system exists. For the analysis, UML technique had been applied. The second part presents how the current billing system using UML technique supports the billing process. Flow of data and sequence of required tasks for execution of the billing process are discussed in this part of the work. Next, daily tasks performed by end-users within the ABS software are presented. In order the performance of the current billing system to be evaluated, QF2D technique had been used. Comparing the billing process flow with operation of the current billing system helped for preparation of an appropriate questionnaire. Data needed for assessment of the system was also collected through the interviews with ABS end-users. Finally, after evaluating the performance of the system, numerous improvements related to the functionalities of the system and software characteristics, which would contribute to increase the user satisfaction, are identified.</p>	2007
Athens International Airport	Redesigning an airport flight information system to meet operational planning objectives <p>The aim of this study was the analysis and the elicitation of user requirements of an airport Flight Management System. The study was carried out at the Athens International Airport in collaboration with the airport's IT&T Department. The drive behind that effort was the development of the SMART-UFIS, the successor of UFIS which is the airport's existing flight information system. The study followed the basic principles of SSADM and the user requirements elicitation is based on QFD methodology. The study began with an analysis of the existing operational processes which includes the processes and information flow mapping and the description of the way the system was currently used. The second part of the study concerned the elicitation of user requirements which is done using two successive survey instruments focused on important UFIS</p>	2006

	<p>characteristics and components. The results were processed according to a methodology aiming at highlighting the particularities of the different groups of users. The findings of the analysis provided a ranking of system components in terms of importance and prioritization and show a path for future improvements.</p>	
Athens International Airport	<p>Development of Parking Management Strategy for the Employee Parking Lots at Athens International Airport</p> <p>The airport industry is a highly competitive market and at the same time very sensitive to external impacts such as terrorist attacks, environmental policies and other. For this reason, airports internationally have turned their interest to new sources of profit besides the traditional core aeronautical activities. Modern airports are more than just transportation hubs. They have evolved into busy communities, which attract consumers and businesses interest in multiple ways. This new approach of conducting business in the airport industry is enhanced through carefully designed business systems, such as loyalty programs and other CRM applications, supported by the use of sophisticated technology. This study, conducted for the Athens International Airport, aims to help the airport align with the evolving new trends indicated by the global scenery and helps it keep step ahead. The objective of the study is to enhance customer satisfaction, ameliorate the level of service provided by the Athens International Airport and create customer loyalty. During this effort extensive research on other international airports' practices as well as on Athens International Airport passenger base are used in order to identify the best services applicable. Technology and especially the Internet as implementation platform play a catalytic role.</p>	2005
Athens International Airport	<p>Feasibility Study for CRM Infrastructure</p> <p>The airport industry is a highly competitive market and at the same time very sensitive to external impacts such as terrorist attacks, environmental policies and other. For this reason, airports internationally have turned their interest to new sources of profit besides the traditional core aeronautical activities. Modern airports are more than just transportation hubs. They have evolved into busy communities, which attract consumers and businesses interest in multiple ways. This new approach of conducting business in the airport industry is enhanced through carefully designed business systems, such as loyalty programs and other CRM applications, supported by the use of sophisticated technology. This study, conducted for the Athens International Airport, aims to help the airport align with the evolving new trends indicated by the global scenery and helps it keep step ahead. The objective of the study is to enhance customer satisfaction, ameliorate the level of service provided by the Athens International Airport and create customer loyalty. During this effort extensive research on other international airports' practices as well as on Athens International Airport passenger base are used in order to identify the best services applicable. Technology and especially the Internet as implementation platform play a catalytic role.</p>	2004
Athens International Airport	<p>Development of a Methodological Framework/ System for the Performance Assessment & Benchmarking of Ground Handling Service Providers in Athens International Airport</p> <p>The objective of the FSP is the establishment of a Performance Monitoring System of the Ground Handling Services in Athens International Airport "Eleftherios Venizelos". In this respect, the development and application of a methodological framework for the monitoring of the above mentioned services is analyzed and presented. Furthermore, performance indicators of</p>	2003

	<p>the minimum service levels/standards are developed. This study represents the first approach towards setting an objective base on which a systematic measurement of the "actual capabilities of the airport" is performed. The approach towards implementing a performance measurement frame is directed to those ground handling categories of services transparent to the final customer and perceived as critical parameters of passenger satisfaction. The establishment of a performance monitoring framework constitutes the first step towards reaching service level agreements between the airport and the ground handling companies, based on commonly agreed and accepted service standards.</p>	
Athens International Airport	<p>Development of a business plan for providing general aviation facilities and services at the Athens International Airport</p> <p>The purpose of this project is to develop a business plan for the development of general aviation facilities and provision of related services at the Athens International Airport. The study was commissioned as part of an effort to assess the operational efficiency of the currently existing general aviation facilities provided by AIA. In addition, the potential of developing a dedicated Fixed Base Operation unit within AIA is examined. The business plan is for a contract period of 23 years, from year 2003 until year 2026. The FBO developer is considered as a concessionaire. The business plan is structured through the following main sections: Analysis of the existing conditions concerning general aviation at the Athens International Airport, forecast of general aviation traffic, capacity requirements, financial analysis for the project evaluation, sensitivity analysis and SWOT analysis.</p>	2002
Baullauf Transportation	<p>Developing strategies for providing third party logistics services in Greece</p>	2000
Ceva Logistics Hellas S.A	<p>Ceva Logistics Hellas S.A</p> <p>CEVA Logistics is the 4th largest global supply chain company. CEVA Hellas is operating since 1996 and Greece is a key market for future growth. The purpose of the "Business Development strategy project" is to deliver a study of the Greek logistics market and conclude on a set of strategy proposals that will bring strategic value for CEVA Logistics Hellas. The conducted research was based on both secondary sources (sector studies, newspapers, magazines etc.) and primary sources (questionnaire survey, interviews). According to the results, the current recession and the negative economic trends have affected the Greek logistics sector and a decline in its total value is observed. In addition to this, competition has been intensified due to its fragmented nature. As a result, many major companies presented a significant drop in turnover and profits. However, new ways of conducting business created by e-commerce, new governmental policies, new infrastructure projects and some of the examined sectors like the "Fmcg" and "Food" create opportunities for investments that can guarantee a secure fast paced growth, especially for companies with the profile of CEVA, who - after a combination of the appropriate tactics - can overcome the current period of crisis and improve their position in the market.</p>	2011
FOOD LINK	<p>Proposals of strategic orientation of FOODLINK S.A. for the coming 5 years</p>	2006

	<p>FOODLINK S.A. is a third party logistic provider (3PL), operating in the Greek 3PL sector since 1997. The company has been active in the segment of food (ambient and controlled temperature), textiles and telecommunication products and has presented impressive growth rate over the years of its operation. The company's management team perceives as of vital importance for the company's survival and further growth the expansion of its activities to other target markets of customers. The objective of this project was to help the company trace the market openings and opportunities to come and take advantage of them by developing a successful strategy in accordance with the above mentioned goal. Through the project, there is an attempt to propose specific strategic tactics taking into account the risk parameters and estimate the competitors' reactions to FOODLINK's entrance to new segments. The study examined the internal (resources and capabilities and SWOT analysis) and external company environment (PORTER's five forces and PEST analysis) together with the demand and supply forces of 3PL services in the Greek market and the European scene. With the use of a matrix of proximal markets to Foodlink's operations, eight potential markets for expansion are being traced. With the application of Analytical Hierarchy Process (AHP) in SWOT analysis, those markets were prioritized ending up to four potential markets where the company can expand its operations. Finally, the market of pharmaceuticals and cosmetics and the market of electric and hi-tech finished products are selected as targets as they are presented to offer the biggest market shares for a 3PL provider. The strategy formulation is based on the entrance of FOODLINK in both these markets.</p>	
I. Fyrigos Ltd	<p>Proposition for a new organizational and operational structure in accordance to the ISO 9001:2000 standard for I. FYRIGOS LTD</p> <p>The project aims at providing ARMAOS METAPHORIKI (I. FIRIGOS Ltd.), a road transport SME operating for over 30 years, with a concrete reorganization proposal in the form of a Quality Management System (QMS) in accordance with the ISO 9001 :2000 standard. The project consists of 4 Work Packages (WPs): Diagnostic Study comprising an analysis of current company activities, processes and practices as well as a thorough study of the new ISO 9000:2000; Organisation of Project Team comprising information initiatives addressing the expected benefits and requirements associated to the implementation of the proposed QMS activities, targeting the company management and personnel; Analysis & Design of the proposed QMS involving analysis and redesign of company processes according to existing and anticipated company needs, in accordance to ISO 9000:2000 standard; Drafting of Quality Assurance Manual. It comprises the consolidation of proposed Procedures, Work Instructions and company documents within a QA Manual.</p>	2003
ILPAP - Athens Trolley Buses	<p>Exploitation of Aerial Fiber Optics Network Of Ilpap</p> <p>Technological development in the field of network technologies has lead to the introduction of a new bundle of high quality services over networks, so called Broadband services. The increase in demand of Broadband services is a powerful motive for many companies to expand their business in the Telecommunications field. Taking into account this evolution and making use of the competitive advantage given by the existing Aerial Network, ILPAP wishes to investigate business opportunities provided by the development of a Fiber Optics Aerial Network. The competitive advantage lies in the existing infrastructure, which gives ILPAP the opportunity to build a Network at low cost and in comparatively short time. The main targets of the new Network are the improvement of the financial statements and the internal procedures of ILPAP. Bulk Bandwidth will be chartered to one or more Internet Service Providers, who will also be responsible for the development of some extra</p>	2007

	Broadband services for ILPAP. Consequently, the financial profit will come from both the Network itself and the reduction of the operating expenses, through these new services.	
Interjet	<p>Development of a marketing strategy for Interjet</p> <p>The purpose of the project is the development of a marketing strategy for INTERJET in the highly specialized sector of executive air charter. A market analysis was carried out, defining different market segments, as well as the factors affecting demand. The external environment was scanned and the competitive position of INTERJET was identified. Then, the key phases of the marketing planning process were tackled, together with a detailed analysis of the customer database. All marketing activities carried out by the commercial department were carefully reviewed and a respective marketing budget was allocated.</p> <p>The analysis showed the implementation of a CRM initiative to be of major importance, for the future expansion of INTERJET's market share. The successful implementation of CRM will result in increasing the rates of customer retention and customer loyalty, thus will maximise customer lifetime value.</p>	2002
Olympic Airways	<p>Development and application of a methodology for staff optimization in the Cargo Handling Unit</p> <p>With this project an attempt is made to present and implement a proper methodology for the assessment of the optimal number of personnel for the efficient operation of the Cargo Station of Olympic Airways S.A. at the Athens International Airport. The optimal level of human resources is approached under 6 different scenarios concerning the degree of dedication of personnel and the level of demand for cargo transport. Conclusions are inferred about the preferred degree of specialisation of the labour force, the working hours and the allocation of personnel across the day. In parallel, issues concerning the influence of several other internal and external factors to the operation of the Cargo Station are also examined. The impact of all these elements implies that the estimation of the optimal number of personnel is an important, but not the sole solution for the improvement of the efficiency of the Cargo Station's operation.</p>	2002
Olympic Airways	<p>Optimisation of ground handling services</p> <p>The globalization and the liberalization of the markets lead the transportation industry and especially the air transport to adopt new strategically positions in order to survive in the competitive environment. This project aims to achieve I) the analysis of the wider environmental operation of the Ground Handling of Olympic Airways, II) the systematic record and analysis of the Ground Handling procedures and III) the strategic planning for the resources. The challenge of the Olympic Games 2004 drive Olympic Airways to the need of the operational optimization and execution of the Ground Handling which is also the purpose of this project.</p>	2001
Olympic Airways	<p>Development and application of a methodology for staff optimization in the Cargo Unit of Olympic Airways S.A.</p> <p>This project aims at developing a methodology to aid Olympic Airways Ground Handling Unit to strategically plan the optimal use of its human resources. The results for each variable airside and landside working position are initially presented in man-hours and afterwards they are translated into the respective required number of employees. The project is based on actual and historical data, which were provided by OA and have to do with elements that concern the company itself and the airline companies whose ground handling services are provided by OA.</p>	2002

	<p>The added value of this project can be summarized in two sections. First of all, the development of the measurement templates that consist a detailed description of the activities that each position is comprised of and the respective times that are needed for their completion. Consequently, information of great importance is recorded that can be the starting point for every improvement attempt, in which the human resources factor participates directly or indirectly.</p> <p>Additionally, by use of this information we are led to the conclusion that if OA were to implement an alternative method of employment, it would result in the strengthening of its position against competition, as the optimal use of its human resources can provide a strategic competitive advantage. Moreover, additional propositions are made, the implementation of which can result in the significant improvement of the company's competitive position.</p>	
Proodos S.A.	<p>Evaluation of mutual exclusive investments projects in warehouses for Proodos S.A.</p> <p>Three scenarios were investigated in depth with the aim to find the most appropriate way, in terms of maximization of cash flows and minimization of the undertaken risk, that will help Proodos SA to better manage its warehousing needs. The method of Net Present Value (NPV) and the simulation technique Monte Carlo were used in the analysis. The study provides initial recommendations of buying land and constructing a unified warehouse and lays the ground for further analysis before final decision.</p>	2003
SYNDDE&I	<p>Sector analysis of international freight forwarders and third party logistics companies in Greece</p> <p>The aim of this survey is the analysis of the 3PL and Foreign Freight-Forwarding companies sector in Greece, not only those functioning as members of the International Forwarders & Logistics Association of Greece but also those that function outside its boundaries. This analysis was carried out both from a theoretical aspect with bibliographic research and from a practical aspect with the aid of suitable Tools of Analysis and personal interviews. More specifically, initially a macroscopic analysis of the present status of the sector in Greece was conducted and then there was an analysis of the characteristics of the companies that act in the sector and the services that they offer. These services are compared to those that foreign companies offer abroad (with emphasis on European companies) and conclusions are inferred about the competitiveness of the Greek companies in the sector. Furthermore, the international models are examined and they are compared to the practices applied by the Greek 3PL and Foreign Freight-Forwarding companies. The study also records how the users value the services that these companies offer, how they conceptualize the benefits that result from these, which are the most common indicators used in order to quantify these benefits and which are the reasons for not using these services.</p>	2003
YALCO S.A.	<p>Comparative analysis of warehousing strategies</p> <p>This project aims at providing a solution to the warehouse strategy problem of YALCO S.A. The main alternatives that the company has are either to maintain the current warehouse structure (i.e. two different warehouses in Oinofyta and Kifisia) or to consolidate its warehouse location in Oinofyta only. Throughout the project the two alternatives are evaluated based on both quantitative and qualitative criteria and conclusions are extracted with respect to the optimal alternative. Finally, based on the results of the analysis, some suggestions are provided to the company concerning its future strategic moves.</p>	2004

