20th ICESALM 2026

20th INTERNATIONAL CONFERENCE ON ENTERPRISE SYSTEMS, ACCOUNTING, LOGISTICS & MANAGEMENT

Mykonos Island, July 1-4, 2026

https://icesalm.gr

Book of Abstracts

Under the auspices of

Department of Accounting and Information Systems

INTERNATIONAL HELLENIC UNIVERSITY

ISBN: 978-618-5630-31-7

Conference Chairs

Prof. Vicky Arnold, University of Central Florida, USA

Prof. Emer. Constantinos J. Stefanou, International Hellenic University, Greece

Prof. Steve Sutton, University of Central Florida, USA

Organizing Committee

Ioannis Nanos, International Hellenic University, Greece

Amalia Stafyla, International Hellenic University, Greece

Constantinos J. Stefanou, International Hellenic University, Greece

Evanthia Kanonidou, International Hellenic University, Greece

Scientific committee

Michael Alles, Rutgers Business School, USA

Torbjørn Årethun, Western Norway University of Applied Sciences, Norway

Vicky Arnold, University of Central Florida, USA

Somnath Bhattacharya, University of Illinois, USA

Evangelos Chytis, University of Ioannina, Greece

Apostolos Dasilas, University of Macedonia, Greece

Christos Grose, Democritus University of Thrace, Greece

Benita Gullkvist, University of Vaasa, Finland

Eli Hustad, University of Agder, Norway

Johannes Idso, Western Norway University, Norway

Annukka Jokipii, University of Vaasa, Finland

Kevin Kobelsky, University of Michigan-Dearborn, USA

Athanasios Mandilas, IHU, Greece

Ioannis Nanos, International Hellenic University, Greece

Jon Gunnar Nesse, Western Norway University, Norway

Alfreda Šapkauskienė, Vilnius University, Lithuania

Theodoros Stamatopoulos, University of West Attica, Greece

Amalia Stafyla, International Hellenic University, Greece

Constantinos Stefanou, International Hellenic University, Greece

Ioannis Tampakoudis, University of Macedonia, Greece

Steve Sutton, University of Central Florida, USA

Theo Vurdubakis, University of Lancaster, UK

Bernhard Wieder, University of Technology Sydney, Australia

Keynote Speakers

Prof. Theophanis Stratopoulos, University of Waterloo, Canada

Prof Dr. Dennis Fehrenbacher, University of St. Gallen, Switzerland

Session Chairs

Apostolos Dasilas, University of Macedonia, Greece

Benita Gullkvist, University of Vaasa, Finland

Eli Hustad, University of Agder, Norway

Nanos Ioannis, International Hellenic University, Greece

Περιεχόμενα

Scientific committee ... 1

ESG Performance and the Stability of Chinese Banks ... **7**

Apostolos Dasilas ... 7

From Adoption to Assurance: How Data Readiness, AI Governance and Professional Judgment Shape AI-Enabled Internal Audit Effectiveness ... **9**

Spyridon D. Lampropoulos, Georgios L. Thanasas ... 9

Maria Rigou, Georgia N. Kontogeorga, Georgios Kampiotis ... 9

Predictive analytics in finance and decision support systems to enhance management and strategic planning ... **11**

Basdekidou Vasiliki ... 11

Effects on firm performance after ERP implementation in terms of financial and non-financial measures ... **12**

Kanellou Alexandra ... 12

Spathis Charalambos ... 12

Should sharing economy platforms offer membership? ... **14**

Zhang, Haozhao ... 14

Cavusoglu, Huseyin ... 14

Raghunathan, Srinivasan ... 14

Nutrition and work performance ... **22**

Vasileios Stefanidis ... 22

Developing an AI Strategy for Accounting Education ... **23**

Theophanis C. Stratopoulos ... 23

Nancy Vanden Bosch ... 23

Leadership and Organizational Agility as Drivers of Digital Transformation and Performance in Small and Medium-Sized Enterprises ... **24**

Ioanna Dafni Kofidou ... 24

Maria Kamariotou ... 24

Fotis Kitsios ... 24

Proposal of a methodology for improving accounting and financial information by incorporating spectral risk measures in RAROC ... **26**

Zachos Georgios ... 26

Chytis Evangelos ... 26

Navigating cloud migration: The role of change management practices ... **27**

Ghebreselassie, Meron Yonas ... 27

Hammen, Henrik 27

Hustad, Eli 27

A longitudinal study of evidence in living expenses and asset acquisition in Greece 28

Efstathia Koutroubi 28

Cryptocurrencies as digital assets in the investment portfolio – A review and a critique on the findings of empirical research 29

Georgios Mamanis 29

Stablecoins and the Dollarisation of the Global Economy: A Bibliometric Systematic Literature Review 30

Athanasios Gouramanis 30

Achilleas Zapranis 30

Artificial intelligence for risk management in peer-to-peer lending: research trends and future directions 31

Apostolos Dasilas 31

Margarita Trachana 31

Next-generation hybrid blockchain-cloud frameworks for resilient smart cities and smart agriculture management 33

Maria Kleanthi Tseliou 33

Maria P. Koidou 33

Konstantinos E. Psannis 33

Blockchain, Tokenisation and the Governance Gap: Reinterpreting Control in Digital Financial Systems 34

Achilleas Zapranis 34

Athanasios Gouramanis 34

Emotional intelligence and process innovation in supply chain and retail: the role of leadership, psychological safety, and team climate 36

Tselezidou Sofia 36

Stafyla Amalia 36

ESG integration in Greek shipping: A comparative case study of Tsakos Energy Navigation and Star Bulk Carriers (2022–2023) 38

Chatzilamprou Charalampos 38

The Contribution of CRM Systems to the Accounting Information Provided by Information Systems 39

Vasilios Zoumpoulidis 39

Giannoula Florou 39

Stavros Valsamidis 39

Artificial Intelligence Adoption in Professional Practice: An Empirical Investigation of Perceived Benefits, Challenges, and Future Implications 41

Vasilios Zoumpoulidis 41

Athanasios Mandilas 41

Stavros Valsamidis 41

Digital Technologies, Remote Work and Job Satisfaction in Finnish Accounting Practice... 42

Gullkvist Benita 42

Pinto Rovan 42

Explainable Ensemble Learning for Tax Noncompliance Risk Ranking 43

Christiana Giatse 43

Evangelos Koumanakos 43

Angeliki Skoura 43

Charalampos Liapis 43

Evaluation of the digital experience of visitors in archaeological and cultural sites of Greece and strategies for the use of industry 4.0 technologies for international tourism promotion 44

Poimenidou Elena 44

Assimakopoulos Costas 44

Intangible Assets as a Source of Value for Businesses and Investors: Valuation Challenges and Legal Dimensions 46

Georgiadou Elvira 46

Kalampouka Kalliopi 46

Perceptions of Gen Z consumers towards sustainable fashion supply chains.................... 47

Ioannis Nanos 47

Zoi Romanidou 47

Maria-Angeliki Prassa 47

Eugenia Papaioannou 47

Exploring millennials' values, attitude and behavior towards sustainability in fashion supply chains 49

Ioannis Nanos 49

Olga Christou 49

Nikolaos Papadopoulos 49

The Evolution of Money and the Evolution of Crisis.. 51

Dimitra Giannopoulou 51

Grigoris Zarotiadis 51

Deep learning techniques for urban change detection and smart city planning 52

Chara Giannopoulou.. 52

ESG Performance and the Stability of Chinese Banks

Apostolos Dasilas

Department of Applied Informatics

University of Macedonia

156 Egnatia str., P.O. Box 1591

54636, Thessaloniki, Greece

Tel: +30-231 0891883

E-mail: dasilas@uom.edu.gr

Extended Abstract

Environmental, Social, and Governance (ESG) performance has become an increasingly important consideration in the banking sector, with significant implications for financial stability and risk management. Using a panel dataset of 41 A-share listed commercial banks in China from 2014 to 2023, this study examines whether higher ESG ratings are associated with reduced risk, including credit risk, market risk, and overall insolvency risk, and distinguishes between active risk-taking (deliberate pursuit of higher returns) and passive risk exposure (risks arising as a by-product of operations).

The findings reveal a significant positive linear association between overall ESG performance and bank stability. However, further analysis indicates a non-linear inverted U-shaped relationship, with a turning point estimated at 82.82. Among the three ESG dimensions, corporate governance exerts the strongest positive influence on bank stability, while the social responsibility dimension also contributes positively and significantly. By contrast, the environmental dimension does not exhibit a statistically meaningful effect on bank stability. Moreover, the study shows that the impact of ESG on bank stability varies across ownership types. Both state-owned enterprises (SOEs) and non-state-owned banks benefit significantly from stronger corporate governance (GOV), suggesting that better governance practices generally enhance financial stability. However, the social (SOC) and environmental (ENV) dimensions are not statistically significant for state-owned banks. In contrast, among non-state-owned banks, the social dimension has a positive and significant effect, whereas the environmental dimension has a negative and significant effect.

This study contributes to the ESG literature by deepening understanding of the relationship between ESG performance and bank stability. The results suggest that higher ESG performance enhances bank stability, lending support to stakeholder theory. This implies that managers and policymakers can promote the sustainable development of the banking industry by considering the interests of multiple stakeholders rather than focusing solely on short-term financial performance. At the same time, the concave (inverted U-shaped) pattern indicates that excessive ESG investment may lead to inefficiency, suggesting potential agency problems. In particular, management may prioritise non-financial objectives to enhance their personal or institutional reputation, potentially at the expense of the bank's financial stability. Overall, these findings enrich existing theory by demonstrating that while ESG engagement can generate positive outcomes, its effects depend critically on the degree of commitment.

The empirical results of this study have important implications for policymakers, regulators, bank managers, and investors. Policymakers and regulators can use these findings to refine ESG regulations and establish clearer industry standards. To enhance overall banking stability, they should encourage banks to adopt ESG strategies prudently while avoiding excessive or inefficient investment. In addition, differentiated regulatory frameworks and incentives could be designed for banks with different ownership structures. For bank managers, ESG should be viewed not merely as a compliance requirement but as a strategic tool for strengthening risk management and governance. Managers should prioritise dimensions that generate tangible benefits—particularly governance and social responsibility, while integrating ESG considerations into daily operations and decision-making processes. This approach can improve banks' resilience to external shocks and support long-term stable growth. For investors, especially during periods of heightened market uncertainty, ESG performance serves as an important non-financial signal of a bank's risk management quality and operational soundness, thereby supporting more informed investment decisions.

Keywords: *ESG performance, Chinese commercial banks, financial stability, sustainable finance.*

From Adoption to Assurance: How Data Readiness, AI Governance and Professional Judgment Shape AI-Enabled Internal Audit Effectiveness

Spyridon D. Lampropoulos[1], Georgios L. Thanasas[2]

Maria Rigou[3], Georgia N. Kontogeorga[4], Georgios Kampiotis[5]

[1]Adjunct Assistant Professor, Department of Accounting and Finance, University of West Attica (dakislampropoulos@gmail.com)

[2]Associate Professor, Department of Management Science

and Technology, University of Patras, Greece (thanasasgeo@upatras.gr)

[3]Associate Professor, Department of Management Science

and Technology, University of Patras, Greece (rigou@upatras.gr)

[4]Adjunct Assistant Professor, University of Paris 1, Pantheon Sorbonne, France (kont_georgia@yahoo.gr)

[5]PhD (Candidate), Department of Management Science

and Technology, University of Patras, Greece (up1059197@ac.upatras.gr)

Abstract

This article investigates whether merging academic evidence supports the claim that artificial intelligence (AI) adoption in Internal Audit (IA) enhances audit quality and effectiveness. The study addresses the research question: What is the impact of AI adoption on internal audit quality and effectiveness? The Scopus, Science Direct, Springer Link, and Emerald Insight databases were searched in accordance with the PRISMA 2020 Systematic Literature Review Guidelines. A total of 81 records were identified during the screening process; after title and abstract screening and eligibility assessment, five studies published between 2021 and 2025, were included in the final synthesis. Across heterogeneous settings -ranging from private sector transaction testing and purchasing analytics to public sector readiness assessments and analyses of adoption barriers- the evidence suggests that AI can improve internal audit performance by expanding analytical coverage, strengthening exception targeting, and supporting evidence processing. However, the synthesis indicates that these benefits are largely contingent, emerging through three interconnected mechanisms: data readiness, AI governance, and auditors' professional judgment. The review provides a mechanism-based framework that explains why AI-enabled internal audit improvements are realized in some contexts and constrained in others, offering actionable implications for chief audit executives and policymakers regarding staged adoption, governance design, and human-in-the-loop assurance.

Keywords: Artificial intelligence, Internal audit, Audit quality, Audit effectiveness, AI governance.

Predictive analytics in finance and decision support systems to enhance management and strategic planning

Basdekidou Vasiliki

Department of Balkan, Slavic & Oriental Studies, University of Macedonia, Egnatia Str. 156, 546 36 Thessaloniki, Greece.
Vasiliki.Basdekidou@gmail.com

Abstract

Nowadays, the increasing complexity of big financial data (BFD) has necessitated the integration of predictive analytics methods (PAM) into decision support systems (DSS) to enhance management decision-making, improve strategic planning, and make data-driven decisions. This paper, using a systematic literature review (SLR) method, commentary the application of PAM in financial decision-making and risk management. The proposed SLR approach bridges the gap between traditional explanatory statistical modeling and advanced computational methods, enabling the prediction of future outcomes through the analysis of BFD financial time series and cross-sectional data sourced from internal and external DSS. Paper's innovation lies in consolidating diverse PAM under one domain, highlighting their application in forecasting economic trends, risk management, corporate earnings, stock prices, portfolio optimization, credit scoring, fraud detection, and customer behavior. The presented SLR for embedding PAM into DSS provides a valuable resource for researchers and practitioners, offering significant potential for improving financial decision-making, facilitating PAM adoption in finance, and paving the way for future advancements in model-driven DSS. As practical implications are considered the ability of financial managers and risk professionals to leverage data-driven insights for improved decision-making, risk management, and operational efficiency. Future research in embedding PAM into DSS should focus on enhancing predictive capabilities, integrating prescriptive analytics, leveraging unstructured BFD data, and addressing current limitations.

Keywords: *Finance, predictive analytics, decision support systems, big financial data, management, strategic planning*

Effects on firm performance after ERP implementation in terms of financial and non-financial measures

Kanellou Alexandra
Aristotle Univerity of Thesssaloniki, Department of Economics
alexandrakanellou@hotmail.com

Spathis Charalambos
Aristotle University of Thessaloniki, Department of Economics
hspathis@econ.auth.gr

Abstract

Purpose - The present study empirically investigates the relationship between ERP adoption and financial performance in terms of financial ratios, accounting measures and ERP benefits. Previous research reveals mixed results when it comes to the effect of financial performance after adoption of ERP. This is known as the “productivity paradox”. The present study tries to shed light to this paradox, using accounting measures of performance to test specific research questions.

Design/methodology/approach – We conducted paired sample *t*-tests to re-examine most of the accounting measures and financial ratios used by researchers in the past and how they are affected before and after ERP implementation. Also, based on the Resource Based View (RBV) Theory, the Cybernetic Control Theory and the Diffusion of Innovation (DOI) Theory, we applied the method of OLS regression analysis to identify how non-financial ERP benefits interact with financial measures after an ERP implementation and try to identify the relationships between them.

Findings - Results show statistically significant differences in firm performance before and after ERP implementation in terms of sales growth rate, net profit margin, ROA, ROS, total assets turnover and account receivables turnover. Moreover, this study contributes to the literature indicating that non-financial ERP benefits seem to affect positively financial performance/profitability in the third year after ERP adoption. Finally, the findings of this study reveal that there exists significant interaction between the financial health of a firm and financial performance and also between the duration of ERP implementation and financial performance.

Research limitations/implications – The study has some limitations such as the data we obtained were for three years after ERP adoption. A four-year or even a five-year period would reveal even more valuable information regarding the effect of ERP implementation on financial performance. In addition, we compared financial ratios level before and after ERP implementation, without taking into account other economic or political factors that may impact these levels within a complex economic environment.

Originality/value – This study is an explorative research which provides new empirical evidence for practitioners, academics and enterprises through a complete set of data available on enterprise resource planning systems in relation not only to accounting benefits but also to financial performance measures and ratios. Finally, this study aimed to contribute to the field of ERP and accounting practice, trying to highlight potential and assumptions that may lie under ERP implementation and may prove useful for researchers, academics and practitioners, regarding how non-financial and financial indicators interact with each other and which is the best way to combine them in order to gain competitive advantage and efficiencies.

Keywords: *ERP; financial performance; financial ratios; non-financial measures; accounting benefits*

Should sharing economy platforms offer membership?

Zhang, Haozhao
The Chinese University of Hong Kong, Shenzhen
zhanghaozhao@cuhk.edu.cn

Cavusoglu, Huseyin
University of Texas at Dallas
huseyin@utdallas.edu

Raghunathan, Srinivasan
University of Texas at Dallas
sraghu@utdallas.edu

Extended Abstract

Selling products or services through membership plans has long been utilized by businesses across industries. For instance, Netflix subscribers pay a fixed fee for unlimited streaming service during their membership period while Amazon Prime members enjoy benefits like free shipping, which non-members typically pay for. Industry experts as well as academic researchers have highlighted numerous advantages for firms that adopt a membership-based business model. Firms receive revenue upfront, enabling better forecasting of future earnings and profitability (Ugenie 2021). Additionally, membership often increases service usage and purchases, boosting overall demand (Xie and Shugan 2001; Cachon and Feldman 2011). Academic research extensively examined how membership plans homogenize consumer valuations, particularly for traditional businesses with a captive and stable supply and constant marginal costs (Fishburn et al. 1997; Essegaier et al. 2002). A key finding in this literature is that membership plans are most profitable when marginal costs are sufficiently low. This profitability comes from the heterogeneous private valuations of consumers during the membership period, which *ex-ante* center around the mean value, allowing sellers to set a membership fee close to the mean value. When marginal costs

are well below this mean valuation, membership becomes a lucrative strategy. Another significant advantage of membership plans is their role in enabling third-degree price discrimination, which is the primary focus of this paper. Unlike prior research, which examines *traditional businesses*, our study explores the implications of membership models within a *two-sided platform context*.

In recent years, the rise of platforms operating within the *sharing economy* (or *gig economy*) model has introduced new dynamics in many industries. Ride-hailing platforms such as Uber, Lyft and Via, for example, have disrupted traditional taxi services by leveraging advanced information technology to connect riders and drivers in real time. Unlike traditional businesses with *stable* suppliers and *constant* marginal costs, these platforms operate with a flexible, self-scheduled workforce. Drivers choose their availability based on factors such as outside opportunities and the wages offered at any given period. As a result, driver availability fluctuates - *high* at one period and l*ow* at another. To adapt to these changes, ride-hailing platforms dynamically determine wages for drivers and fares for riders based on *real-time* supply and demand, leading to *variable* marginal costs and prices.

The existing literature provides little insight into whether sharing economy platforms should adopt membership plans like those adopted by traditional businesses and how such plans impact various stakeholders. In practice, platforms vary widely in their adoption of membership models. Some ride-hailing platforms have introduced or experimented with membership plans for riders. For example, Via offers *ViaPass* in select cities, granting members unlimited rides for prepaid membership fee. Uber offers *UberOne*, which provides rides at discounted prices for members. Lyft previously offered the *All-Access* membership plan but later discontinued it.

Plans like *UberOne* resemble consumer(demand)-side memberships similar to those offered by traditional businesses. However, sharing economy platforms also face the question of whether to introduce membership plans on the supply(provider) side. These platforms typically classify service providers as independent contractors rather than employees. However, increasing pressure in recent years from policy makers and social advocates is pushing them to reconsider this classification, at least for regular providers. A key distinction between independent contractors and employees is that employees receive a *fixed* or *predictable* income, whereas contractors earn *unpredictable* or *variable* income based on rendered service. A *provider-side membership* plan would allow service providers to opt into a fixed-wage structure in exchange for a commitment to work during the membership period. Unlike traditional firms with a stable supply base, sharing economy platforms must navigate the complexities of self-scheduled labor.

In this study, we examine membership plans in which consumer members pay an upfront fee for unlimited service during the membership period, while provider members receive an upfront wage in exchange for providing service. Non-members participate by paying (or receiving) the spot price (or wage) per transaction. Specifically, we seek to answer the following questions:

1. When is it profitable for a sharing economy platform to offer the membership plan for consumers and/or providers?
2. How do membership plans impact consumer surplus, provider surplus, and overall social welfare?

To address these questions, we develop a parsimonious model that captures the salient characteristics of a sharing economy platform connecting consumers in need of a service with providers offering that service. Consumers differ in their service needs (e.g., *regular* vs. *occasional* consumers) and are uncertain about their valuations until the time they need the service. Similarly, providers vary in their availability (e.g., *regular* vs. *occasional* providers) and uncertain about service costs until when they are available. Under the membership plan, we highlight the equilibrium where regular consumers and/or providers opt into membership before the period begins. Consumer members pay an upfront fee but receive free service, while non-members forgo the fee and pay the spot price per use. Similarly, provider members receive a fixed wage upfront but do not earn additional wages per service, whereas non-member providers receive no fixed wage but earn the spot wage when they serve. The platform dynamically sets the spot price and spot wage based on *observed* demand and supply during the period.

We show that the platform favors the *consumer-side-only* membership plan over the *no-membership* plan only when the expected supply potential exceeds a certain threshold for a given expected demand potential. This threshold increases with both the expected demand potential and the proportion of regular consumers, indicating that the platform finds the *consumer-side-only* membership plan more attractive when the expected number of providers is large, while the expected number of consumers and the proportion of regular consumers remain relatively low. The primary source to the platform's profit gain under the *consumer-side-only* membership plan is the revenue generated from the membership fees as the membership plan reduces the platform's operating profit during the spot period. In sharp contrast to the *consumer-side-only* plan, the platform prefers the *provider-side-only* membership plan over the *no-membership* plan only when the expected demand potential surpasses a certain threshold for a given expected supply potential. This threshold increases with both the expected supply potential and in the fraction of regular providers, implying that the platform finds the *provider-side-only* membership plan more appealing when the expected number of consumers is high, while the expected number of providers and the fraction of regular providers are relatively low. The primary driver of the platform's profit gain from the *provider-side-only* membership plan is the higher profit during the spot period, resulting from a lower wage, a lower price, and increased demand. The platform prefers *both-sides membership* plan over *no-membership* plan only when neither the expected number of consumers nor the expected number of providers is particularly high. If the platform implements the membership plan on only one side of the platform - either the consumer side or the provider side- an interesting dynamic emerges: stakeholders on that side, as a whole, are negatively impacted, while those on the other side as a whole benefit. If the platform introduces the membership plan on both sides, either group may gain, but at the expense of the other side. Furthermore, we find that not only non-members but also members themselves may be worse off when a membership plan is introduced. While the consumer-side-only membership plan always enhances the social welfare, neither the provider-side-only plan nor the both-sides membership plan necessarily leads to a welfare improvement.

The key drivers of our results can be summarized as follows. A membership plan - whether on the consumer or provider side - has two main effects. For consumer members, it eliminates the risk of not receiving service in the spot period. As a result, consumers are willing to pay a "premium" to guarantee service in the form of a membership fee. For provider members, it eliminates the flexibility of refusing to serve if the wage does not cover the cost because they commit to serve in the spot period. As a result, the platform will have to pay a "rent" in the form of a fixed wage to induce regular providers to become members. From the platform's perspective, the consumer-side membership plan introduces the risk of higher operating costs (wages paid to providers) since it must serve all members, even when the cost of doing so exceeds the membership fee. Conversely, under the *provider-side membership* plan, the platform can enjoy a boost in demand because member providers do not receive additional per-service wages, which drives prices down. Thus, the platform would adopt the *consumer-side membership* plan only if the premium paid by members offsets the risk of higher operating costs. Similarly, it would offer the *provider-side membership* plan only if the rent it must pay providers does not exceed the profit gain arising from the demand boost in the spot period. Those risks stem from fluctuations in demand and supply and valuation/cost uncertainties, which, in turn, drive variability in spot wages and prices -highlighting the critical role of self-scheduling nature of the supply inherent in the sharing economy business model.

Our findings have important implications for both theory and practice. Theoretically, they challenge existing research on on-demand platforms. Conventional wisdom suggests that such platforms (e.g., Uber) achieve superior demand-supply matching compared to traditional businesses (e.g., taxi services). From this perspective, membership plans may seem counterintuitive, as they appear to constrain the platform's flexibility in matching supply and demand. However, we show that this is not necessarily the case. While membership plans can indeed increase the platform's matching costs, they also shift the risk of service unavailability from consumers to the platform in exchange for a premium subscription fee. Furthermore, existing literature suggests that a traditional business finds membership plans profitable only when marginal costs fall below a certain threshold. Analogously, we find that for a platform, expected supply potential must exceed a threshold, as higher supply potential leads to lower expected wages - essentially the platform's expected marginal cost. However, unlike traditional businesses, where demand variability plays no role in membership plan decisions, the self-scheduled nature of supply and supply fluctuations in sharing economy platforms makes demand fluctuations a critical factor in affecting the platform's membership plan decision.

Another key implication of our findings concerns regulatory proposals requiring sharing economy platforms to treat regular providers like full-time employees by offering them a fixed wage. Paradoxically, such policies could harm providers rather than help them. Since member providers receive a fixed wage before the spot period, overall wages decrease during the spot period, negatively impacting non-member providers. Even member providers may be worse off, as the platform absorbs any excess surplus they might have gained under a no-membership model by eliminating their risk of lost wages. More importantly, a provider-side membership plan could reduce overall social welfare by producing socially inefficient matching - the service cost of the matched provider is greater than the consumer's service valuation - because the platform may be forced to use providers during the spot period simply because they are members of the program even though their costs are high and they would not have served in the absence of the membership plan.

Keywords: *sharing economy, membership plans, two-sided markets, game theory*

References

Cachon G.P. Feldman, P. (2017), "Is advance selling desirable with competition?" Marketing Science, Vol 36, No. 2, pp. 214–231.

Essegaier, S. Gupta, S. Zhang, Z.J. (2002), "Pricing access services" Marketing Science Vol. 21, No. 2, pp. 139–159.

Fishburn, P.C. Odlyzko, A.M. Siders, R. C. (1997), "Fixed fee versus unit pricing for information goods: competition, equilibria, and price wars", First Monday, Vol. 2, No. 7.

Ugenie (2021), "The benefits and drawbacks of a membership business model. https://ugenie.io/blog/the-benefits-and-drawbacks-of-a-membership-business-model.

Xie, J. Shugan, S.M. (2001), “Electronic tickets, smart cards, and online prepayments: When and how to advance sell”, Marketing Science, Vol. 20, No. 3, pp. 219–243.

Nutrition and work performance

Vasileios Stefanidis
vstef@ihu.gr
International Hellenic University, Greece

Abstract

Corporate nutrition has emerged as a significant factor influencing employee well-being and organizational performance. This study explores the relationship between workplace dietary practices and employee productivity, emphasizing how access to balanced, nutritious meals can enhance cognitive function, energy levels, and overall job efficiency. By examining existing literature and workplace interventions, the research highlights that companies investing in healthy food programs—such as subsidized meals, nutritional education, and improved cafeteria offerings—often report reduced absenteeism, higher employee satisfaction, and increased work output. Furthermore, the paper discusses the economic and strategic benefits for organizations that prioritize employee nutrition as part of their corporate culture. The findings suggest that integrating structured nutritional policies within the workplace is not only beneficial for employees' health but also serves as a sustainable approach to boosting productivity and organizational success.

Keywords: Corporate nutrition, productivity and organizational success

Developing an AI Strategy for Accounting Education

Theophanis C. Stratopoulos
University of Waterloo
tstratopoulos@uwaterloo.ca

Nancy Vanden Bosch
University of Waterloo
nvandenbosch@uwaterloo.ca

Abstract

Artificial intelligence is transforming the accounting profession, automating routine tasks and shifting employer expectations for graduate competencies. This transformation creates strategic challenges for accounting education programs that must prepare students for an AI-intensive professional landscape while maintaining their competitive position in increasingly contested labor markets. Using the AI Business Strategy framework (Hutzschenreuter and Lämmermann 2025), this study examines the School of Accounting and Finance (SAF) at the University of XYZ as it prepares to launch a comprehensive AI-integrated curriculum in Fall 2026. The analysis evaluates SAF's strategy development process across five dimensions: AI deployment areas, competitive value proposition, financial sustainability, implementation capabilities, and change management mechanisms. The analysis identifies three strategic development priorities: articulating and validating the graduate value proposition, testing a systematic faculty development strategy, and establishing frameworks for measuring and demonstrating success. In response, the research proposes a three-pillar positioning for SAF graduates as providing irreplaceable capabilities in professional accountability, strategic business judgment, and ethical AI governance—competencies that current AI systems cannot replicate. The study demonstrates that effective AI strategies in accounting education require not merely adding AI content to curricula, but fundamentally rethinking what makes graduates indispensable when AI handles routine professional tasks.

Keywords: *accounting education, artificial intelligence, curriculum strategy, graduate competencies, professional education*

Leadership and Organizational Agility as Drivers of Digital Transformation and Performance in Small and Medium-Sized Enterprises

Ioanna Dafni Kofidou
Department of Applied Informatics, University of Macedonia, Thessaloniki, Greece
mai25034@uom.edu.gr

Maria Kamariotou
Department of Applied Informatics, University of Macedonia, Thessaloniki, Greece
mkamariotou@uom.edu.gr

Fotis Kitsios
Department of Applied Informatics, University of Macedonia, Thessaloniki, Greece
kitsios@uom.edu.gr

Abstract

Digital transformation represents a major challenge for small and medium-sized enterprises (SMEs), as it directly influences their competitiveness, sustainability, and overall business performance. This paper investigates the impact of human and organizational factors on SMEs' readiness for digital transformation and their operational outcomes. Particular attention is given to employees' self-efficacy, attitudes, and individual characteristics, alongside organizational agility. 172 employees from small and medium-sized enterprises participated in the survey. The data were analyzed using regression analysis. The results indicate that leadership appears to have a positive impact on readiness, organizational flexibility, and digital transformation, confirming the importance of guidance, vision, and support during change processes. However, its impact on performance proves to be more complex, as excessive or poorly timed leadership intervention can act as a source of pressure, limiting employees' autonomy and negatively affecting their work outcomes. Furthermore, the results confirm the decisive role of organizational agility, digital strategy, and digital culture in driving digital transformation. The alignment of these factors under the guidance of digital transformation leadership appears to accelerate the digital transition process and enhance business competitiveness. These findings are consistent with previous research highlighting the importance of digital culture and strategic alignment as key mechanisms for successful digital transformation. This research contributes both theoretically and practically by expanding the current understanding of digital transformation in SMEs and providing actionable guidance for managers and executives seeking to implement successful digital initiatives.

Keywords: *Digital transformation; small and medium-sized enterprises (SMEs); employee self-efficacy; organizational agility; business performance*

Proposal of a methodology for improving accounting and financial information by incorporating spectral risk measures in RAROC

Zachos Georgios

Department of Accounting and Finance, School of Economics and Administrative Sciences,

University of Ioannina

g.zaxos@uoi.gr

Chytis Evangelos

Department of Accounting and Finance, School of Economics and Administrative Sciences, University of Ioannina

e.hytis@uoi.gr

Abstract

This study examines the integration of Spectral Risk Measures (SRMs) into the Risk-Adjusted Return on Capital (RAROC) framework. In doing so, it contributes to the enhancement of Accounting and Finance information for auditing, management accounting, and investment decision-making purposes. We argue that such integration is particularly valuable during periods of financial distress, such as those driven by systemic risk. Bearing in mind that traditional RAROC relies usually on Value-at-Risk (VaR) which exhibit coherency issues once returns distribution is fat-tailed, SRMs offer the desired properties of coherency when the included risk spectrum is admissible. Also, it is an excellent tail-sensitive alternative by incorporating a customizable risk aversion. Considering the above we propose a methodology where a basic quantification of systemic risk is proposed and is incorporated in the risk spectrum of the selected risk measure. Moreover, we calculate SRM-based RAROC, VaR-based RAROC and further extend the analysis by including Expected Shortfall based RAROC. For doing so we utilize historical data of DAX-40 and the companies that constitute the index. Additionally, we identify practical contexts in which the proposed RAROC specification may be applied by accounting professionals, financial analysts, and investors. Finally, we examine the significance of the different values that RAROC is taking, depending on the risk measure that is utilized.

Keywords: *Financial Statement Analysis, Spectral Risk Measures; Coherent Measures; RAROC, economic capital.*

Navigating cloud migration: The role of change management practices

Ghebreselassie, Meron Yonas
Sopra Steria, Oslo, Norway
meronyonasg@gmail.com

Hammen, Henrik
Sopra Steria, Stavanger, Norway
henrik.hammen@hotmail.com

Hustad, Eli
University of Agder, Kristiansand, Norway
eli.hustad@uia.no

Abstract

Cloud migration is widely pursued to improve flexibility, scalability, and innovation, yet many initiatives struggle to deliver expected outcomes. While prior research has emphasized technical strategies, less attention has been given to how organizations practically manage the challenges that arise during migration. This study examines how organizations use change practices to address resistance, cultural constraints, and architectural complexity in cloud migration processes. Drawing on qualitative interviews with practitioners across technical and managerial roles, the findings show that practices such as stakeholder alignment, continuous communication, competence development, and post-migration support play a central role in enabling successful migration. These practices help align expectations, reduce resistance, and build capabilities required for cloud-native environments. The study develops a simplified process model illustrating how change practices mediate between organizational challenges and migration outcomes, while also supporting ongoing adaptation over time. The findings contribute to research on digital transformation and cloud migration by highlighting the practical role of change practices in managing socio-technical complexity.

Keywords: *cloud migration, change practices, socio-technical systems, organizational change, digital infrastructure*

A longitudinal study of evidence on living expenses and asset acquisition in Greece

Efstathia Koutroubi

Department of Public Administration, Panteion University
ekoutro@yahoo.gr e.koutro@panteion.gr

Abstract
The research thoroughly analyzes the establishment of the presumptions of living expenses and acquisition of assets (from the point of view of assets), as an alternative way of calculating the minimum taxation.
An analysis is made of the legislative framework for determining the total living expenses and acquisition of assets, for challenging the presumptions and the conditions for non-application of objective expenses and services, presumed calculation of the minimum income from the exercise of business activity and indirect control methods for determining the taxable material.
A comprehensive presentation of the statistical data of their application and effectiveness in the taxation of personal income to date. Studies conducted on the reform of the tax system by various scientific bodies reach the common conclusion of their gradual abolition. Their findings are analyzed and the conditions that must exist for the implementation of their abolition and their replacement with a modern and fairer tax system of expenditure control.

Keywords: *personal income tax, expenses, effectiveness*

Cryptocurrencies as digital assets in the investment portfolio – A review and a critique on the findings of empirical research

Georgios Mamanis

Department of Accounting and Information Systems

International Hellenic University

gmamanis@ihu.gr

Abstract

Cryptocurrencies are a decentralized alternative of traditional currencies. However, their use as an alternative currency and medium of exchange is very small with respect to their use as speculative assets this why they more recently frequently called crypto-assets. Portfolio management is a process of selecting the appropriate portfolio of assets together with their proportions in order to maximize return and minimize the risk of the portfolio. There are many studies that have analyzed the effects of adding crypto-assets into a traditional portfolio of stocks, bonds, commodities etc. In this paper we review those articles, we derive a holistic conclusion about the pros and cons of adding such assets into a portfolio of traditional assets and we conclude with a critique on the findings of empirical research.

Keywords: *Cryptocurrency, crypto-assets, bitcoin, portfolio management, risk*

Stablecoins and the Dollarisation of the Global Economy: A Bibliometric Systematic Literature Review

Athanasios Gouramanis
Financial Technology and Strategic Artificial Intelligence (FTSAI) Laboratory
Department of Accounting and Finance
University of Macedonia
156 Egnatia St., 54636 Thessaloniki, Greece
athgouramanis@uom.edu.gr

Achilleas Zapranis
Financial Technology and Strategic Artificial Intelligence (FTSAI) Laboratory
Department of Accounting and Finance
University of Macedonia
156 Egnatia St., 54636 Thessaloniki, Greece
zapranis@uom.edu.gr

Abstract

Stablecoins have emerged as a structurally significant component of the global digital monetary system, with USD-pegged variants such as Tether (USDT) and USD Coin (USDC) accounting for the overwhelming majority of total stablecoin market capitalisation and serving as the dominant settlement asset in cryptocurrency markets. This study presents a bibliometric systematic literature review of the academic research connecting stablecoins to inflation, exchange rate dynamics, currency substitution, and dollarisation, with a particular focus on emerging-market economies. Drawing on the Scopus database, an iterative search strategy yielded an initial corpus of 467 records that was filtered through a transparent multi-stage pipeline to a final sample of 147 peer-reviewed Q1/Q2 articles. The analysis employs VOSviewer to perform bibiolographic coupling and keyword co-occurrence analyses, uncovering a six-cluster intellectual structure organised around CBDC research, decentralised-finance technology, stablecoin design and stability, safe-haven and hedging properties, macroeconomic effects, and regulation. The keyword co-occurrence map identifies a distinct cluster centred on stablecoin, tether, exchange rate, volatility, and emerging markets that closely matches the conceptual frame the review proposes. We further document that the term "dollarisation" itself remains below the standard co-occurrence threshold despite its empirical relevance, indicating an opportunity to introduce stablecoin-mediated dollarisation as a unifying conceptual frame for an emerging research stream.

Keywords: *Stablecoin, Dollarisation, Currency Substitution, Emerging Markets, Exchange Rate, Bibliometric Analysis, Systematic Literature Review.*

Artificial intelligence for risk management in peer-to-peer lending: research trends and future directions

Apostolos Dasilas
Department of Applied Informatics, University of Macedonia
dasilas@uom.edu.gr
Margarita Trachana
Department of Applied Informatics, University of Macedonia
mtrachana@uom.edu.gr

Extended Abstract

Peer-to-peer (P2P) lending has become an influential financial innovation over the past decade, enabling direct interaction between borrowers and investors while bypassing traditional financial intermediaries. This approach offers lower operational costs, faster loan processing, and expanded financial accessibility. However, the sector faces significant risks, including borrower default, fraudulent activities, and market instability. These risks are shaped by platform architecture, regulatory environments, organizational structures, transaction types, and stakeholder interactions. Artificial Intelligence (AI) presents promising opportunities for mitigating such risks through advanced credit scoring, fraud detection, and predictive analytics. Nevertheless, existing AI-based solutions often focus excessively on algorithmic accuracy while neglecting business-context integration, explainability, and regulatory compliance.

This study presents a Systematic Literature Review (SLR) combined with a bibliometric analysis to examine AI applications for risk mitigation in P2P lending. The review evaluates how machine learning, deep learning, and related AI models have been deployed to enhance platform resilience, analyzes the factors influencing platform success or failure, and identifies research gaps limiting real-world applicability. The PRISMA framework was adopted to ensure methodological rigor. Publications from 2015 to 2025 were retrieved from Scopus and Web of Science using targeted keyword searches. Eligible studies underwent qualitative synthesis to categorize methodological approaches and business considerations, while bibliometric mapping was conducted using VOSviewer and R-programming to visualize co-authorship networks, keyword co-occurrence, and thematic trends.

The results reveal a substantial increase in AI-focused P2P lending research from 2018 onwards, with China, the United States, and the United Kingdom emerging as leading contributors. Three major thematic clusters were identified: (1) predictive credit risk modeling using supervised learning algorithms, (2) AI-enabled fraud detection through anomaly detection and pattern recognition, and (3) hybrid frameworks combining AI with traditional financial indicators. Although these approaches achieve strong predictive performance, they frequently lack integration with operational and contextual variables, fail to address model interpretability, and rarely evaluate crossplatform adaptability. Ethical considerations, regulatory alignment, and the impact of AI adoption on user trust are also underexplored.

The review concludes that AI holds substantial potential to improve the robustness and efficiency of risk management in P2P lending. However, future research should focus on the development of explainable AI models to enhance transparency and stakeholder trust, adopt context-aware frameworks incorporating business and market variables, and ensure compliance with regulatory frameworks to protect both investors and borrowers. Achieving these goals will require interdisciplinary collaboration between data scientists, finance professionals, regulators, and platform operators.

By consolidating existing knowledge and mapping current research trends, this study provides a structured foundation for advancing AI-driven risk mitigation strategies in P2P lending. The findings offer actionable guidance for researchers pursuing practically relevant studies, policymakers developing informed regulations, and platform operators seeking to implement ethical, transparent, and effective AI systems. This work contributes to the sustainable evolution of P2P lending as a credible and resilient alternative to traditional financial intermediation.

Keywords: *Peer-to-Peer Lending, Artificial Intelligence, Risk Management, Systematic Literature Review, Bibliometric Analysis*

Next-generation hybrid blockchain-cloud frameworks for resilient smart cities and smart agriculture management

Maria Kleanthi Tseliou
Department of Applied Informatics, University of Macedonia, Thessaloniki, Greece

Maria P. Koidou
Department of Applied Informatics, University of Macedonia, Thessaloniki, Greece

Konstantinos E. Psannis
Department of Applied Informatics, University of Macedonia, Thessaloniki, Greece

kpsannis@uom.edu.gr

Abstract

The rapid expansion of smart cities and digital agriculture has introduced significant challenges related to sustainability, food security, cybersecurity, and resilient infrastructure management. Modern urban environments are increasingly interconnected with smart agriculture ecosystems, since both sectors depend on efficient resource allocation, real-time monitoring, and secure data exchange. In this context, hybrid blockchain-cloud technologies are emerging as a promising solution for supporting intelligent, transparent, and sustainable interactions between urban and agricultural systems. This paper examines a next-generation hybrid blockchain-cloud framework designed to enhance resilience, operational transparency, and data-driven decision-making in smart cities and smart agriculture management. The proposed approach combines the scalability and flexibility of cloud computing with the decentralization, security, and traceability offered by blockchain technology. As a result, the framework enables trusted communication among public authorities, farmers, urban service providers, and digital infrastructures. Particular attention is also given to the concept of Data Sovereignty, allowing stakeholders to maintain greater control, ownership, and governance over sensitive operational data. Additionally, the integration of IoT technologies, predictive analytics, and decentralized data management systems can support applications such as precision agriculture, smart irrigation, environmental monitoring, and food supply chain traceability. The framework further contributes to circular resource management through more efficient use of water, energy, and agricultural resources. The findings indicate that hybrid blockchain-cloud ecosystems can strengthen urban resilience, improve sustainability practices, and support more adaptive, secure, and transparent governance models for future smart societies.

Keywords: *Hybrid Blockchain-Cloud, Smart Cities, Smart Agriculture Management, Data Sovereignty, Sustainable Governance*

Blockchain, Tokenisation and the Governance Gap: Reinterpreting Control in Digital Financial Systems

Achilleas Zapranis
Financial Technology and Strategic Artificial Intelligence (FTSAI) Laboratory
Department of Accounting and Finance
University of Macedonia
156 Egnatia St., 54636 Thessaloniki, Greece
zapranis@uom.edu.gr

Athanasios Gouramanis
Financial Technology and Strategic Artificial Intelligence (FTSAI) Laboratory
Department of Accounting and Finance
University of Macedonia
156 Egnatia St., 54636 Thessaloniki, Greece
athgouramanis@uom.edu.gr

Abstract

Blockchain and tokenisation are frequently described as technological mechanisms capable of reducing dependence on intermediaries through distributed execution, automation, and decentralised coordination. This interpretation captures important aspects of blockchain architecture, yet it becomes less persuasive once such systems begin to operate within institutional, legal, and regulatory environments where questions of accountability, authority, and enforceability cannot be reduced to technical execution alone.

This paper approaches blockchain and tokenisation primarily as governance problems rather than purely technological innovations. It argues that decentralisation does not eliminate governance. Instead, governance becomes redistributed across fragmented technical, organizational, and legal structures in which responsibility, control, and institutional authority no longer remain aligned in a stable or easily identifiable manner. To describe this condition, the paper introduces the concept of the governance gap, defined as the growing misalignment between technological capability and institutional control in distributed digital financial systems.

The analysis develops this argument in two interconnected stages. The first examines how decentralised blockchain architectures alter the relationship between execution, accountability, and institutional oversight. The second explores tokenisation as a governance problem associated with the divergence between digital representation and enforceable control over underlying assets and obligations. Applications involving tokenised real estate, tokenised financial instruments, supply-chain tokenisation, and decentralised finance illustrate these tensions across different institutional settings.

The paper does not reject decentralisation or tokenisation as technological developments. Its argument is that governance remains central even in environments specifically designed to minimise intermediated authority, and that the long-term stability of distributed financial systems will depend increasingly on the evolution of institutional mechanisms capable of governing technologically decentralised environments.

Keywords: *blockchain governance, tokenisation, institutional control, governance gap, digital financial systems.*

Emotional intelligence and process innovation in supply chain and retail: the role of leadership, psychological safety, and team climate

Tselezidou Sofia

Department of Supply Chain Management, International Hellenic University

sofiatselezidou@hotmail.com

Stafyla Amalia

Department of Supply Chain Management, International Hellenic University

amalia.stafyla@gmail.com

Abstract

Contemporary supply chain and retail organizations operate in increasingly complex and high-pressure environments characterized by rapid technological change, global competition, and demanding customer expectations. In this context, process innovation has become a critical determinant of organizational competitiveness and resilience, requiring not only technological investment but also supportive organizational climates that foster creativity, risk-taking, and knowledge sharing.

This systematic literature review examines the role of leaders' emotional intelligence in fostering process innovation through multilevel mechanisms involving leadership behavior, psychological safety, and team climate. A Systematic Deep Review approach was adopted. A total of 3,108 studies were initially identified and screened, resulting in a final sample of 90 core articles retrieved from Scopus, ScienceDirect, and PubMed. The analysis covers empirical literature published between 2015 and 2026 and includes only studies using validated instruments such as WLEIS, MLQ-20, LMX-7, TCI, and the Oslo Manual framework.

The findings indicate that emotional intelligence serves as a key antecedent of transformational leadership, which fosters psychological safety and innovation-supportive team climates, ultimately enabling process innovation at the organizational level. The evidence reveals a clear multilevel pathway in which emotional intelligence influences transformational leadership behaviors, which in turn shape team climate and psychological safety, leading to innovation outcomes. Psychological safety is identified as a critical mediating mechanism, particularly in high-pressure supply chain and retail contexts.

Despite these insights, important gaps remain regarding the temporal dynamics of these relationships, cross-level mechanisms from individual to collective innovation, and contextual moderators. Future research should adopt longitudinal and multilevel approaches to address these limitations.

This review integrates fragmented evidence into a coherent multilevel framework and provides practical implications for developing emotional intelligence and leadership capabilities as key drivers of innovation and sustainable competitive advantage.

Keywords: *Emotional Intelligence; Transformational Leadership; Psychological Safety; Process Innovation; Supply Chain.*

ESG integration in Greek shipping: A comparative case study of Tsakos Energy Navigation and Star Bulk Carriers (2022–2023)

Chatzilamprou Charalampos
Economist, Greece
charalamposchatzilamprou@gmail.com

Abstract

The shipping industry faces unprecedented pressure to align with sustainability principles, driven by international regulation from the IMO (MARPOL Annex VI, EEXI, CII, IMO GHG Strategy 2023) and European Union policies (European Green Deal, Fit for 55, EU ETS). In this context, the ESG (Environment, Social, Governance) framework has evolved from a voluntary disclosure tool into a strategic necessity for maritime firms. The purpose of this study is to examine how two major Greek-owned shipping companies, Tsakos Energy Navigation (TEN) and Star Bulk Carriers, have operationalised ESG principles within their strategy and operations during the period 2022–2023, and to comparatively assess their approaches, identify similarities and differences, and highlight key challenges and good practices in the sustainable transition of Greek shipping. The research adopts a qualitative methodology based on a comparative case-study design, drawing on the companies' official ESG and sustainability reports. The data are analysed through qualitative content analysis, organised along thematic axes (environment, society, governance, sustainability strategy, regulatory compliance) and interpreted through three complementary theoretical lenses: Stakeholder Theory, Institutional Theory, and the Resource-Based View. The findings indicate that both firms have substantively integrated ESG, yet follow distinct strategic pathways. TEN adopts an investment-driven, long-term approach centred on fleet renewal, LNG adoption, and measurable emissions reduction (–4.8% CO2-equivalent, –4.61% fuel consumption). Star Bulk pursues an operational and technological approach focused on optimising its existing fleet (scrubbers installed on 95% of vessels, VPM, EPL and ShaPoLi systems) and on active participation in international initiatives such as the Poseidon Principles and Sea Cargo Charter. In both cases, the environmental pillar emerges as the most mature and quantifiable, while the social pillar remains comparatively less developed in measurable terms. The study concludes that ESG has become a strategic necessity rather than an optional commitment for the shipping industry. Key challenges remain the need for clearer net-zero roadmaps, more comprehensive social-pillar reporting, and a stronger linkage between sustainability performance and long-term financial credibility.

Keywords: *ESG, sustainable shipping, Greek shipping, Tsakos Energy Navigation, Star Bulk Carriers, IMO, EU ETS, decarbonisation, comparative case study.*

The Contribution of CRM Systems to the Accounting Information Provided by Information Systems

Vasilios Zoumpoulidis
Democritus University of Thrace
vzoumpou@af.duth.gr

Giannoula Florou
Democritus University of Thrace
gflorou@af.duth.gr

Stavros Valsamidis
Democritus University of Thrace
svalsam@af.duth.gr

Abstract

The increasing digitalization of business processes has highlighted the importance of integrated information systems in supporting organizational performance and decision-making. Among these systems, Customer Relationship Management (CRM) applications have evolved beyond their traditional marketing and sales functions to become valuable tools for enhancing accounting and financial information. By centralizing customer data, automating business processes, and facilitating communication across departments, CRM systems contribute to the accuracy, reliability, timeliness, and accessibility of accounting information. This study investigates the role of CRM systems in improving the quality of accounting information generated by organizational information systems, with a particular focus on Greek businesses. The study examines the extent of CRM adoption, the benefits derived from CRM-supported accounting processes, and the challenges organizations face during implementation and integration. Special emphasis is placed on the relationship between CRM usage and financial information quality, managerial decision-making, operational efficiency, and CRM–ERP system integration. The study also examines the impact of CRM adoption on the quality of accounting information in Greek businesses, a sector that faces unique challenges, such as fragmented data systems and manual processes.

The findings reveal that 58.8% of businesses are actively using CRM for accounting, while an additional 15.2% are planning future implementation. Statistical analyses show a significant relationship between CRM adoption and improved financial information accuracy, decision-making, and operational efficiency. Industry variations highlight the need for tailored CRM solutions to maximize efficiency. Additionally, CRM-ERP integration remains a key factor in ensuring seamless data flow, yet only 52.4% of companies have achieved full integration. Challenges such as implementation costs, technical issues, and employee resistance remain, but can be mitigated through strategic investments in training and system optimization. Overall, the study highlights the growing importance of CRM in accounting and financial management, highlighting the need for further research on integration strategies and emerging AI-based CRM solutions to enhance predictive and financial governance capabilities. The findings also indicate that CRM adoption is positively associated with enhanced accounting information quality and improved organizational performance. Businesses utilizing CRM systems report higher levels of financial data accuracy, better decision-making capabilities, and more efficient business processes. However, challenges such as implementation costs, technical complexities, employee resistance, and incomplete integration with enterprise systems remain significant barriers.

Keywords: *CRM, Accounting, Information Systems*

Artificial Intelligence Adoption in Professional Practice: An Empirical Investigation of Perceived Benefits, Challenges, and Future Implications

Vasilios Zoumpoulidis
Democritus University of Thrace
vzoumpou@af.duth.gr

Athanasios Mandilas
Democritus University of Thrace
amandilas@af.duth.gr

Stavros Valsamidis
Democritus University of Thrace
svalsam@af.duth.gr

Abstract

Artificial Intelligence (AI) is rapidly transforming the accounting profession by introducing innovative tools and technologies that enhance efficiency, accuracy, and decision-making processes. The increasing volume of financial data, the demand for real-time reporting, and the need for improved compliance have encouraged organizations to adopt AI-driven solutions in accounting and financial management. This study aims to investigate the contribution of artificial intelligence to the accounting profession and examine how accounting professionals perceive its adoption and impact. Particular emphasis is placed on understanding the level of familiarity and knowledge of AI technologies among professionals, as well as their views regarding the influence of AI on productivity, accuracy, financial reporting quality, and the evolving role of accountants. The study employs a quantitative research approach based on a structured questionnaire administered to 240 accounting and finance professionals with varying educational backgrounds and professional experience. The research explores both the perceived benefits and the challenges associated with AI implementation, including issues related to data security, technological dependence, ethical concerns, and potential effects on employment. The findings are expected to provide valuable insights into the current state of AI adoption in accounting and contribute to the understanding of how emerging technologies are reshaping professional practices. The study will also offer practical recommendations for organizations, accounting professionals, and policymakers seeking to maximize the benefits of AI while addressing the challenges associated with its integration into accounting processes.

Keywords: *Artificial intelligence, Accounting profession, Professional practice*

Digital Technologies, Remote Work and Job Satisfaction in Finnish Accounting Practice

Gullkvist Benita
University of Vaasa, Finland
benita.gullkvist@uwasa.fi

Pinto Rovan
University of Vaasa, Finland

Abstract

Drawing on a modified DeLone and McLean information systems (IS) success model, this study investigates factors that influence Finnish accounting professionals' use of digital technologies and further their job satisfaction, especially in a remote work context. We use a structural equation modeling (SEM) approach and survey data from accounting professionals. The results show that information system quality influences accounting professionals' use of digital technologies, and that technology use subsequently enhances both the accountants' job satisfaction and their job performance. Remote work acts as a moderator, as it weakens the relationship between technology use and job satisfaction for financial accountants but strengthens it for management accountants. Our study extends the framework by DeLone and McLean by incorporating remote work as a moderator and examining the applicability of the IS success model in an accounting context. Based on our findings, we suggest that companies should prioritize digital information system quality and adopt relevant strategies based on accountants' work roles to enhance accountants' job satisfaction and performance, particularly for financial accounting professionals working remotely.

Keywords: *digital technologies, job satisfaction, remote work, accountants, Finland*

Explainable Ensemble Learning for Tax Noncompliance Risk Ranking

Christiana Giatse
School of Social Sciences, Hellenic Open University, Greece

Giatse.christiana@ac.eap.gr

Evangelos Koumanakos
School of Social Sciences, Hellenic Open University, Greece

koumanakos@eap.gr

Angeliki Skoura
School of Social Sciences, Hellenic Open University, Greece

skoura.angeliki@ac.eap.gr

Charalampos Liapis
Hellenic Open University & Computer Technology Institute & Press "Diophantus"

c.liapis@ac.upatras.gr

Abstract

Addressing the long-standing and growing problem of insufficient tax responsibility and compliance—as manifested through tax avoidance and tax evasion—is one of the greatest challenges facing modern societies. In an environment where economic inequalities are widening and social cohesion is being tested, strengthening tax compliance emerges as a critical factor in ensuring the fair distribution of the tax burden and sustainable development. Therefore, the development of a rating system to measure corporate tax responsibility represents a significant innovation in the field of taxation and financial governance. The innovative solution proposed in this paper is the development of a system for rating the tax compliance of businesses, which is based on advanced machine learning technologies for SMEs and large enterprises. With respect to predictive ability, preliminary results from testing through a wide range of advanced algorithms provide higher accuracies compared to similar systems found in the literature.

Keywords: *Tax responsibility; rating system; machine learning*

Evaluation of the digital experience of visitors in archaeological and cultural sites of Greece and strategies for the use of industry 4.0 technologies for international tourism promotion

Poimenidou Elena
International Hellenic University
elenapoimenidou@gmail.com

Assimakopoulos Costas
International Hellenic University
casim@ihu.gr

Abstract

This paper examines the role of digital technologies in the transformation of Cultural Heritage Tourism in Greece, with an emphasis on Augmented and Virtual Reality (AR/VR) applications, the Internet of Things (IoT) and modern digital platforms. The purpose of the research is to evaluate the digital experience of visitors to archaeological and cultural sites, as well as to investigate how these technologies affect cognitive understanding, emotional engagement, perception of authenticity and intention to revisit. The study is based on a literature review and quantitative research through a structured questionnaire. Data analysis was carried out with statistical tools, including reliability testing (Cronbach's alpha), while the strategic environment was captured through a SWOT analysis. The results demonstrate that digital applications can substantially enhance the quality of the experience, when integrated with consistency, functionality and respect for the historical content. At the same time, the work approaches the cultural experience as a dynamic field of development, where technology can act as a bridge between knowledge, participation and creative learning. Through this perspective, the prospect of developing interactive cultural spaces for children emerges, which will combine museum storytelling with play, immersion and experiential education, contributing to the formation of a new generation of visitors with a meaningful relationship with cultural heritage. The work concludes with proposals for the strategic use of digital technologies, with the aim of strengthening the international image of Greece as an innovative and sustainable cultural destination.

Keywords: *Cultural Heritage Tourism in Greece, Augmented and Virtual Reality, Digital Experience, Cognitive understanding, Emotional engagement*

References

Anwar, M. S., Yang, J., Frnda, J., Choi, A., Baghaei, N., & Ali, M. (2025), "Metaverse and XR for cultural heritage education: applications, standards, architecture, and technological insights for enhanced immersive experience", Virtual Reality, Vol. 29, No. 2, pp. 52

Boboc, R. G., Băutu, E., Gîrbacia, F., Popovici, N., & Popovici, D. (2022), "Augmented reality in cultural heritage: An overview of the last decade of applications", Applied Sciences, Vol. 12, No. 19, pp. 9859.

Ezzatian, S., Toghrayee, M. T., & Farsani, N. T. (2025), "Branding tourism destinations in the metaverse: insights from professionals and researchers", Journal of Tourism Futures, Vol. TBD, No. TBD

Liu, Y. (2020), "Evaluating visitor experience of digital interpretation and presentation technologies at cultural heritage sites: a case study of the old town Zuoying", Built Heritage, Vol. 4, No. 1.

Yin, Z., Huang, A., & Huang, Z. (2024), "Virtual tourism attributes in cultural heritage: Benefits and values", Tourism Management Perspectives, Vol. 53.

Intangible Assets as a Source of Value for Businesses and Investors: Valuation Challenges and Legal Dimensions

Georgiadou Elvira
Department of Accounting and Information Systems, International Hellenic University, Greece elvirageorgiadou@gmail.com

Kalampouka Kalliopi
Department of Accounting and Information Systems, International Hellenic University, Greece

pkalab@ihu.gr

Abstract

In today's knowledge-based economy, firm value increasingly derives from intangible assets—patents, trademarks, trade secrets, and software—rather than traditional fixed assets. Despite their growing importance, intellectual property (IP) valuation remains methodologically problematic, leading investors, banks, and entrepreneurs themselves to systematically underestimate its true value.

This paper examines the dominant IP valuation methods (income, market, and cost approaches) and highlights their limitations, with particular focus on a dimension often overlooked in management and economic literature: the legal factors that materially affect IP value. These include uncertainties surrounding ownership (especially in cases involving employees, founders, or third-party contributors), the validity and enforceability of granted rights (e.g., the risk of patent invalidation), restrictions on transferability that reduce value in M&A transactions, and the territorial nature of IP protection, which limits its scope across jurisdictions.

Building on this analysis, the paper further explores the use of IP as collateral for financing—an area where legal uncertainty around enforceability and valuation continues to constrain access to capital, particularly for SMEs and startups. Drawing on the European framework and recent policy initiatives (e.g., EUIPO's work on IP-backed finance), the paper identifies structural gaps between the EU level and national implementation, including in Greece.

The paper argues for a more integrated, interdisciplinary approach to IP valuation—one that combines economic methodology with legal due diligence—and offers practical recommendations for entrepreneurs seeking to maximize the value of their IP portfolios, investors conducting due diligence, and policymakers aiming to close the existing legal and institutional gaps.

Keywords: *intellectual property law, IP protection, entrepreneurship, intangible assets.*

Perceptions of Gen Z consumers towards sustainable fashion supply chains

Ioannis Nanos
Department of Accounting and Information Systems, International Hellenic University, Greece

nanos@ihu.gr

Zoi Romanidou
Department of Organizational Management, Marketing and Tourism, International Hellenic University

zoi.romanidou@gmail.com

Maria-Angeliki Prassa
Department of Organizational Management, Marketing and Tourism, International Hellenic University

prasmari@ihu.gr

Eugenia Papaioannou
Department of Organizational Management, Marketing and Tourism, International Hellenic University

epap@ihu.gr

Abstract

According to recent literature, Generation Z consumers (individuals born between 1997-2012) show sensitivity to phenomena of overconsumption and environmental impact of their choices, actively seeking for sustainable products and reward businesses that follow responsible and sustainable practices. At the same time, companies in the fashion industry are increasingly concerned about sustainability, trying to incorporate sustainable practices across the fashion supply chain and to respond to the preferences of a very dynamic target group, such as Gen Z consumers. For this reason, investigating the factors related to shaping Generation Z's purchase behavior and intention for sustainable clothing becomes very important. The aim of this study is to investigate the factors (cognitive, psychological and social) that influence the attitude, behavior and intention to purchase sustainable clothing by Generation Z consumers in Greece, with the use of the Stimulus-Organization-Response model, according to which external stimuli lead to the formation of internal attitudes and ultimately to behavioral intentions. Through an empirical survey conducted on a sample of 201 individuals born between 1997 and 2012, the study examines factors such as perceived green value, perceived green quality, social influence, environmental knowledge, environmental attitude, attitude towards sustainable fashion products and purchase intention. Findings show that perceived green value is positively related to environmental attitude, while perceived green quality does not significantly affect product attitude. Environmental knowledge emerged as a significant positive predictor of sustainable purchase intention, while social influence did not show a significant effect. Furthermore, environmental attitude was positively related to product attitude and contributed both directly and indirectly to purchase intentions. Furthermore, previous second-hand experience and interest in circular fashion practices were positively associated with sustainable purchase intentions. The results highlight that sustainable purchase intention among Generation Z consumers is mainly strengthened through value-based and cognitive mechanisms, while circular consumption practices can contribute to reducing the barriers between intention and action. The study suggests that enhancing transparency around environmental claims, improving access to sustainable alternatives and reducing barriers to adoption are important factors in supporting the transition towards more sustainable fashion consumption patterns and supply chains.

Keywords: *Sustainable fashion, Supply chain, Generation-Z, Purchase intention, Green-value, Environmental attitude, Circular fashion*

Exploring millennials' values, attitude and behavior towards sustainability in fashion supply chains

Ioannis Nanos
Department of Accounting and Information Systems, International Hellenic University, Greece

nanos@ihu.gr

Olga Christou
Master in Business Administration, International Hellenic University, Greece

christouolga97@gmail.com

Nikolaos Papadopoulos
Department of Organisation Management, Marketing and Tourism, International Hellenic University

nikospapadopoulos@ihu.gr

Abstract

Fashion industry and particularly the fast fashion sector, is recognized as one of the most environmentally harmful industries, contributing significantly to critical environmental challenges, including excessive water consumption, chemical pollution, and greenhouse gas emissions. The aim of this study is to investigate the factors influencing Millennials' attitudes and purchase intentions towards sustainable fashion, within the theoretical framework of the Stimulus–Organism–Response (S-O-R) model. A survey was conducted to 153 consumers born between 1981-1996, assessing: (a) level of environmental awareness, (b) impact of environmental and social responsibility on purchasing behavior, (c) barriers affecting the purchase of sustainable clothing, (d) attitudes towards alternative consumption models, and (e) the role of attitudes in shaping purchase intentions. Findings indicate that consumers demonstrate high levels of environmental awareness, positive attitudes towards sustainable fashion, and an overall favorable intention to purchase sustainable clothing. This outcome is associated with broader trends in sustainable consumption, as well as with the growing interest in environmental and social sustainability issues. At a theoretical level, this research contributes to the existing literature on sustainable consumption and Millennials' consumer behavior within the fashion industry by providing updated empirical evidence from the Greek market. Also, findings of the study suggest that social influence appears to play a more significant role in shaping personal attitudes than environmental considerations alone, while price remains a critical barrier that may hinder the conversion of positive attitudes into actual purchase intentions. Furthermore, perceived green value emerges as a particularly influential factor in the development of positive attitudes towards sustainable fashion, while consumers' internal attitudes appear to represent the most important mechanism for strengthening purchase intentions. From a practical perspective, findings may provide valuable insights for companies in the fashion supply chain seeking to develop or enhance sustainable business strategies. Understanding barriers faced by consumers can contribute to the development of more accessible, transparent, and credible sustainable fashion products. At the same time, the results may support policymakers and relevant organizations aiming to promote sustainable consumption through targeted incentives, awareness campaigns and regulatory interventions.

Keywords: *Sustainability, fast fashion, supply chain, millennials, environmental awareness, purchase intentions*

The Evolution of Money and the Evolution of Crisis

Dimitra Giannopoulou
School of Economics, Aristotle University of Thessaloniki, Thessaloniki, Greece
dgiannopou@gmail.com

Grigoris Zarotiadis
School of Economics, Aristotle University of Thessaloniki, Thessaloniki, Greece
gzarotia@econ.auth.gr

Abstract

This paper examines monetary crises in a log run relation to changes in monetary regimes and in the form of money. Its central argument is that monetary instability cannot be understood independently of the monetary order within which it emerges. As money evolves from metallic to representative and fiat forms, and later toward digital money and cryptocurrencies, the mechanisms through which monetary breakdown emerges are also transformed. Adopting a long-run historical perspective, the paper argues that each monetary regime generates distinct channels of fragility and crisis transmission. The main contribution of the paper lies in its attempt to develop a typology linking monetary regimes to distinct mechanisms of monetary breakdown. On this basis, the paper argues that monetary crises should be understood as moments in which the prevailing monetary regime reveals its structural limits. They are not merely episodes of disruption, but critical junctures of institutional reordering, during which the institutional foundations of the monetary system are redefined. In this sense, the evolution of money and the evolution of crisis are analytically inseparable.

Keywords: *Monetary Crises, Monetary Regimes, Forms of Money, Monetary Instability, Monetary History, Digital Money.*

Deep learning techniques for urban change detection and smart city planning

Chara Giannopoulou
Aristotle University of Thessaloniki, Greece
xaragiannop@gmail.com

Abstract

This study examines the use of neural networks in the analysis of aerial photographs and satellite images, as it is an emerging way for the automated extraction of spatial information. It analyzes the classification of structures, the recognition of urban fabric and the detection of morphological changes in the environment, which makes this method capable of being applied in many disciplines. The ability of deep learning networks to learn spatial and multimetric patterns makes these models more accurate and easier to use than traditional image processing methods, which were based on manual technical means and tools. Reference is made and comparison is made to Convolutional Neural Networks (CNNs) architectures that constitute the dominant model for geospatial analysis applications. Finally, an attempt is made to present Vision Transformers and hybrid models used in complex tasks of locating and analyzing urban changes.

The purpose of this study is to demonstrate the usefulness and reliability of deep learning models and techniques in comparing urban areas in order to have a complete mapping of these areas and a quick extraction of comparative data from different time periods. This result leads to a better and organized planning of residential and industrial development and regeneration of areas, the facilitation of urban planning functions and the development of targeted economic activities in the "smart cities" of the future.

Keywords: *Deep learning, Urban change detection , Smart cities, Geospatial data, Satellite images*

20th ICESALM 2026

20th INTERNATIONAL CONFERENCE ON ENTERPRISE SYSTEMS, ACCOUNTING, LOGISTICS & MANAGEMENT

Mykonos Island, July 1-4, 2026

https://icesalm.gr

Department of Accounting and Information Systems

INTERNATIONAL HELLENIC UNIVERSITY

ISBN: 978-618-5630-31-7