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JANUARY-FEBRUARY 2019

THE MAGAZINE OF THE AMERICAN-HELLENIC CHAMBER OF COMMERCE
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100

CELEBRATING OUR 100TH ISSUE!

THOUGHT LEADERS
WOMEN IN BUSINESS

FORTUNE FAVORS THE BOLD
WITH CHARIKLEIA STOUKA
HEALTH MATTERS WITH DIONISIOS FILIOTIS
LEARNING TO EXCELL WITH NIKI BOUTARI



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Partners

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The New Year, from what we have seen so far, is set to be very interesting and likely quite disruptive, as it begins with a number of critical issues in the balance for Greece as well as the world.

Greece has entered into an informal pre-election period that will see parties from across the political spectrum touch on key issues and developments in the Greek economy, especially regarding the continuation of the agreed program of reforms and our country's return to international markets, which, if successfully accomplished, would prove that our economy has returned to normal. The move to secure financing from international markets should be preceded by a faster reduction of NPLs and the removal of capital controls, key-decisions that will considerably boost the economy and its further development.

At a global level, Brexit and the recent U.S. government shutdown have been dominating headlines and creating uncertainty for the business communities and economies of the two countries. It is clear that 2019, which will also see the next European Parliamentary elections, will be a year of surprises, and we can only hope for these to be pleasant and without serious ramifications for the citizens and economies of the countries involved.

As for our Chamber, after a very successful 2018 that included the organizing of the U.S. Pavilion at TIF2018, we are planning to carry on that momentum into the new year with an ambitious program of initiatives and events that will address important issues of the economy and entrepreneurship in Greece and the world, while further empowering and supporting business and economic relations between Greece and the United States. Our year is already off to a busy start: In the first few weeks of January, we have been part of organizing the Greek pavilion at CES 2019, the largest electronics show in the world, helping 10 Greek startups to present their innovative services and products to investors and key industry representatives from across the globe. And we already have two major conferences planned in the next two months alone, as well as a full roster of events throughout the year.

Rest assured that this year too, our Chamber will take an active, leading role, organizing initiatives to promote dialogue and produce substantiated proposals and immediate solutions on key issues concerning our country's economy, and showcasing the numerous assets—from our diverse and highly skilled workforce to the wealth of natural resources—that, if properly utilized, could help Greece claim a much better position on the world stage.

I wish you all a happy, creative and prosperous New Year.

ELIAS SPIRTOUNIAS
Executive Director

THE AMERICAN-HELLENIC CHAMBER OF COMMERCE

A DYNAMIC, PROACTIVE CHAMBER

The American-Hellenic Chamber of Commerce was established in 1932 and is one of the largest, most active, and dynamic American Chambers in Europe. Virtually all American companies that do business in Greece and Greek companies that engage in trade with the United States are members of the Chamber.

The Chamber's membership is comprised of more than 1,000 proactive companies that seek to expand business horizons, create new business partnerships, and take advantage of trade and investment opportunities in today's global economy.

The American-Hellenic Chamber of Commerce is an active mem-

ber of the U.S. Chamber of Commerce in Washington D.C. and the European Council of American Chambers of Commerce (ECACC).

MISSION STATEMENT

The American-Hellenic Chamber of Commerce strives for continuous improvement of American-Hellenic commercial and financial relations, through increased membership and through the organization of top-quality events, exhibitions, fora, seminars, and congresses on both sides of the Atlantic.

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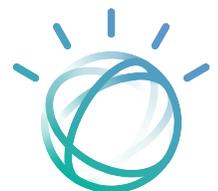
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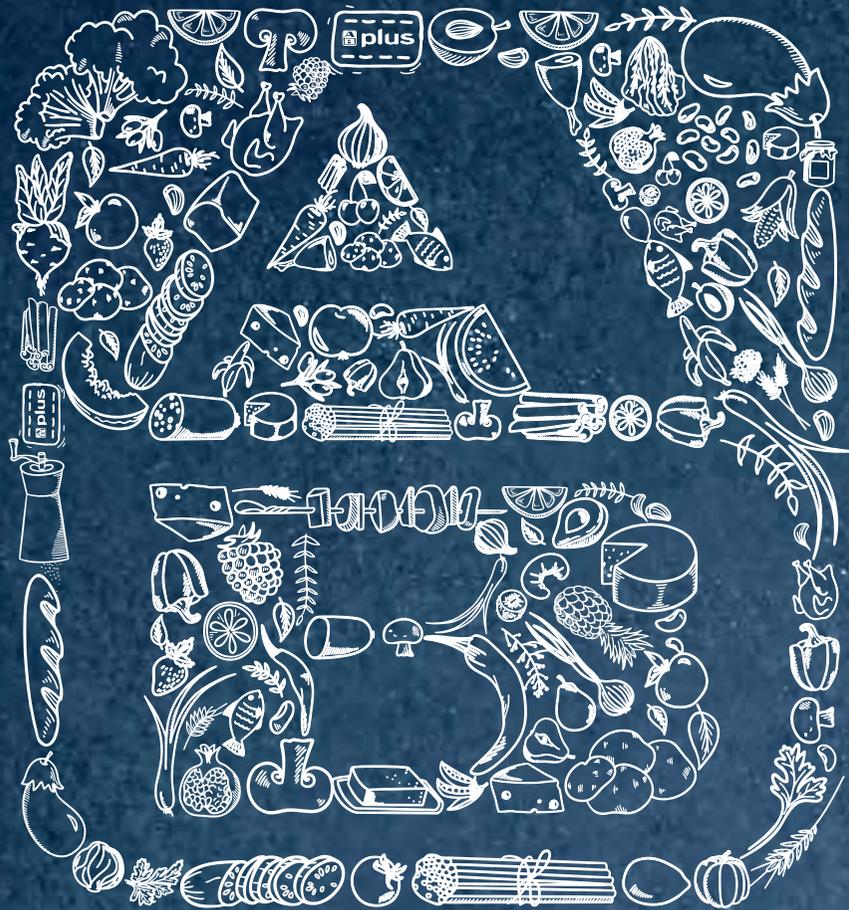
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μόνο εδώ

Τα πιο **φρέσκα** της γης και της θάλασσας

Τα πιο **εκλεκτά** από όλη την Ελλάδα

Την **ποικιλία** επιλογών για κάθε σας στιγμή

Τη **γνώση** και το **μεράκι** των ανθρώπων μας

Τους πολλούς τρόπους για να **κερδίζετε** κάθε φορά που ψωνίζετε

Τη μοναδική **ποιότητα** και **εξυπηρέτηση** AB, σε αληθινά **χαμηλές τιμές**

Μόνο στα AB.
Πουθενά αλλού.



Η χαρά
να προσφέρεις
το καλύτερο

As Food as It Gets

2ND SUSTAINABLE TALKS

The CSR Committee of the American-Hellenic Chamber of Commerce convened its 2nd Sustainable Talks event, titled “As Food as It Gets,” on November 22 at the Loulis Mills premises in Attica.

The event’s opening address was given by Nikos Loulis, President of Loulis Mills, followed by Pakis Papademetriou, Chairman of AmCham’s CSR Committee and Corporate Quality Manager of Athens International Airport. Angeliki Papadopoulou, Corporate Affairs Manager at Nestle Hellas and CSR Committee member, moderated the discussion with speakers Alexander Theodoridis, Co-Founder of Boroume, and Dimitris Nentas, Managing Director of Food Bank Greece.

“Food waste is an issue affecting the entire food chain, with social, economic and environmental impacts,” Papadopoulou said. “The problem is bigger than we imagine. Fortunately, there are organizations that can help and simple, everyday actions can make a difference. Discussions like today’s, involving representatives from all sides, certainly enhance dialogue and action in the right direction.” Theodoridis commented that “the non-profit organization Boroume started a few years ago as an innovative method of rescuing and offering every kind of food at any moment and everywhere in Greece,” and emphasized that the next logical step is the creation of a National Alliance Against Food Waste to bring together all stakeholders with the aim of making a fundamental shift in our society and economy toward reducing food waste. Nentas said, “In all European countries, 344 Food Banks accept food that the market cannot absorb. Food Banks receive, store and distribute products. With this experience, we see that in Greece the creation of more Food Banks in the region would have multiple benefits in managing and saving more food to offer society.”

Through awareness and sustainable practices, the American-Hellenic Chamber of Commerce supports a new food waste management vision in which all stakeholders in the food chain can actively address this phenomenon.

Sustainable Talks, an initiative of AmCham’s CSR Committee, is a series of single-subject discussions aiming to create a constructive dialogue platform on the integration of the United Nations Sustainable Development Goals (SDGs) into the Greek business reality. The 2nd Sustainable Talks event was sponsored by Loulis Mills and also included an opportunity for participants to visit the new Loulis Mills Museum.

ALEXANDER THEODORIDIS, PAKIS PAPADEMETRIOU, OLGA MANOU, NIKOS LOULIS, ANGELIKI PAPAPOPOULOU, DIMITRIS NENTAS



THE GREEK PAVILION AT CES 2019



CES 2019

The Ministry of Digital Policy, Telecommunications and Media, the American-Hellenic Chamber of Commerce and Enterprise Greece successfully organized the Greek Pavilion at the Consumer Electronics Show (CES) 2019 that took place January 8-11 in Las Vegas. The initiative aimed to strengthen and support the Greek startup scene through a series of promotional and networking activities in the US. CES is one of the world’s leading industry events in consumer technologies and has served, for 50 years, as the global stage where next-generation innovations and breakthrough technologies are introduced to the market. CES 2019 included more than 4,500 exhibitors showcasing the latest tech innovations to some 180,000 attendees across more than 2.9 million net square feet of exhibit space. The Greek startups participating in the Greek Pavilion were Bubblz, CityCrop, Norbloc, OramaVR, Oviview, PlantBox, Ride-mind, Spotlight, Tekmon, and UOM Robotics. The Greek Pavilion was visited by national delegations from Italy, Egypt, Israel and Switzerland, as well as international media representatives and investors.

Look out for our special feature on the Greek Pavilion at CES 2019 in the next issue (March – April) of Business Partners magazine.

7th Agrotechnology Conference

The American-Hellenic Chamber of Commerce in cooperation with its Agrotechnology Committee organized the 7th annual Agrotechnology Conference, titled “Corporate Social Responsibility and Contract Farming: Value Creating Practices,” which took place on Monday, December 10, at the American Farm School in Thessaloniki.

The event was a resounding success, drawing a crowd of hundreds of distinguished business people and entrepreneurs, as well as representatives of the primary sector, various distribution networks, agricultural cooperatives, banks and local authorities. Numerous scientists, academic researchers and students, and high-ranking politicians and administration officials also attended the conference.

Business leaders and experts from across the industry presented their respective CSR policies, highlighting the numerous benefits they reap from their sustained commitment to a high standard of business ethics and responsible business practices, while experienced producers and entrepreneurs discussed their experiences in negotiating production contracts, highlighting the advantages of contract farming as well as those areas that can be improved.

The 7th Agrotechnology Conference’s major sponsors were Corteva Agriscience and TIF Helexpo. The event was also sponsored by Agrino, Agrotech, Bios Agrosystems, EVYP, Karagiorgos Cotton Industry, Barba Stathis, and Ioannina Agricultural Poultry Cooperative Pindos. It was further supported by Akrathos Newlands Winery, Belas Foods, Hellagro, Melissa - Kikizas, P.A.P. Corp, Tuvunu, and Macedonian Thrace Brewery.

NIKOLAOS BAKATSELOS

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GEOFFREY R. PYATT, ELIAS SPIRTOUNIAS, SIMOS ANASTASOPOULOS

THANKSGIVING DINNER 2018

The American-Hellenic Chamber of Commerce and the International Propeller Club of the United States, International Port of Piraeus, successfully organized their joint Thanksgiving Dinner on November 21, 2018, at the Ecali Club in Athens. United States Ambassador to Greece Geoffrey R. Pyatt, AmCham President Simos Anastasopoulos and Propeller Club President George C. Xiradakis gave speeches on the meaning and significance of Thanksgiving. The event was marked by great success and was attended by more than 440 distinguished guests from the country’s business community.

CHAMBER CALENDAR

- February 1** Athens, Hotel Grande Bretagne, Public Affairs luncheon with guest speaker Dimitris Avramopoulos, Commissioner, Migration, Home Affairs and Citizenship

- February 4** Thessaloniki, The MET Hotel, New Year’s Reception

- February 5** Nicosia, Cyprus, Regional Annual Meeting AmChams in Europe, Cyprus, Egypt, Greece and Israel

- February 21** Athens, Grand Hyatt Hotel, Corporate Governance Conference

- February** Kavala, Trade USA Workshop

- March 14** Thessaloniki, Tourism Conference

- March 27** Athens, Leadership Forum

GREECE FACING THE FUTURE

THE 29TH GREEK ECONOMY CONFERENCE

For the 29th year consecutive year, the American-Hellenic Chamber of Commerce successfully convened its annual Greek Economy Conference, titled “Greece Facing the Future: The New Growth Model and Global Challenges,” on December 3-4, 2018, at the Athenaeum InterContinental Hotel in Athens.





ELIAS SPIRTOUNIAS



SIMOS ANASTASOPOULOS



GEOFFREY R. PYATT

The Greek Economy Conference is the American-Hellenic Chamber of Commerce’s premier annual event, featuring the country’s prime ministers and opposition leaders as well as high-ranking officials and top representatives from the country’s political and business worlds, including numerous government officials, members of parliament, academics, bankers, investors, CEOs and top business executives. Each year, the conference—including panels, speeches and discussions—is covered by major Greek and international media.

This year’s conference focused on key issues facing the Greek economy today including the new growth model for Greece moving forward, industry, the energy sector, small- and medium-sized enterprises, the relationship between Greece and the United States and the new strategic dialogue for the enhancement of economic and trade relations between the two countries, Greece’s competitiveness profile, the country’s relationship with international markets, as well as the banking and financial sectors and the investment landscape in the country. Talks, panels and discussions with leading politicians and administration officials, business people, representatives of the country’s public and private sectors, fund managers and foreign delegates explored these key issues and the benefits and challenges of potential strategies and approaches that could contribute to positive outcomes for Greece.

In his address to the conference, AmCham President Simos Anastasopoulos emphasized the Chamber’s crucial role in establishing the Competitiveness Council of Greece and the importance of cultivating competitiveness in attracting investment and driving growth in the country. “We need an economy capable of generating new wealth and of growing at a rapid pace,” Anastasopoulos said. “Lingering at low growth rates is equivalent to stagnation and to perpetuating the vicious cycle of low incomes, using savings to pay off onerous taxes and social security contributions, divestment,

high unemployment, and low purchasing power. And that would be a recipe for failure—failure with a predetermined outcome: the return to bailout packages, recession and austerity.”

AmCham Executive Director Elias Spirtounias said that Greece is now at a critical juncture at which it is more important than ever to consider not just what measures must be implemented to help the economy recover but also what kind of country we want to be in this rapidly changing modern world. Stressing the importance of citizen participation in any

FRANCISCOS KOUTENTAKIS, PAUL KAZARIAN, FERGUS MCCORMICK, JORGE NUÑEZ FERRER



GREEK ECONOMY CONFERENCE



ALEXIS TSIPRAS



NIKOS PAPPAS



KYRIAKOS MITSOTAKIS

long-term effort, Spirtounias said, “In a world that is changing at such an incredible pace, in which technology is shaping new kinds of communication, we cannot go about behaving and expressing ourselves as if nobody is paying attention to how we are thinking and what we want to accomplish. Whether we want to or not, we are part of a global society that moves at different speeds and in which trustworthiness and effectiveness are two of the utmost advantages.” United States Ambassador to Greece Geoffrey R. Pyatt reiterated his country’s

position, stressing that “there are direct opportunities for reform and investment, including Elliniko, the privatization of the Port of Alexandroupoli, Elefsis Shipyards, Hellenic Petroleum, and the construction of the IGB Pipeline.” Pointing out that the United States sees “TIF as a springboard for deepening the cooperation with Greece,” Pyatt highlighted the sectors that could be most attractive for investment from the United States,” specifically energy, transport and logistics, tourism, agriculture, and food and beverage.

Other distinguished participants who spoke at the conference include:

- Peggy Antonakou**, CEO, Microsoft Greece, Cyprus and Malta
- Vassilis Antoniadis**, Senior Partner and Managing Director, Boston Consulting Group
- Ioannis Arapoglou**, Chairman of the Board of Directors, Gastrade
- Nikos Bakatselos**, Managing Director, Pyramis Metallourgia
- Ioannis Brachos**, Secretary General for International Economic Relations, Ministry of Foreign Affairs
- Konstantinos Champidis**, Chief Digital Officer, City of Athens
- Martin Czurda**, CEO, HFSF
- Rania Ekaterinari**, CEO, HCAP
- Jorge Nunez Ferrer**, Senior Research Fellow, CEPS
- Christos Harpantidis**, Chairman and Managing Director, Papastratos
- George Handjinicolaou**, Chairman of the Board of Directors, Athens Stock Exchange and Piraeus Bank
- Vassilis Kafatos**, Partner, Deloitte
- Paul Kazarian**, Founder, Chairman and CEO, Japonica Partners
- Nikos Koskoletos**, General Manager and Head of Research, Eurobank Equities
- Dr. Venetia Koussia**, Director General, Greek Competitiveness Council
- Fragiskos Koutentakis**, Coordinator, Hellenic Parliamentary Budget Office

MAKIS PAPATAXIARCHIS, YIANNIS PODIMATAS, VASILEIOS OICONOMOU, KONSTANTINOS BARGIOTAS, GEORGE MAVROTAS





JOHN MOURMOURAS



GEORGE HANDJINICOLAOU

Dimitrios Kyriacopoulos, Executive Vice President, ElvalHalcor

Nikos Lambrogeorgos, Senior Account Manager, Public Sector, Greece and Cyprus, Cisco

Socrates Lazaridis, CEO, Athens Exchange Group

Xenofon Liapakis, General Manager, Chief Digital Transformation and Information Officer, Interamerican Group

Dimitris Malliaropoulos, Chief Economist, Bank of Greece

Nikos Maniatis, Sales Director, IBM Greece and Cyprus

Michael Mastorakis, CFO and Member of the Board of Directors, Sunlight

Fergus McCormick, Director of Sovereign Research, Emerging Markets Investors Alliance

John Mourmouras, Senior Deputy Governor, Bank of Greece

Stefanos Oktapodas, CEO, HEDNO

Emmanouil Panagiotakis, Chairman and CEO, PPC

Nicholas Papapolitis, Managing Partner, P&P

Yiannis Papidis, CTO, Dixons South East Europe

Nikos Pappas, Minister of Digital Policy, Telecommunications and Information

Andreas Pipis, Manager of Development and Production Operations of Information Systems at the General Secretariat of Information Systems, Ministry of Finance

Nikos Polymenakos, IR Director, OPAP

Spyros Poulidas, Chairman and Managing Director, IBM Hellas

Yannis Rizopoulos, journalist

Athanasios Savvakis, President, SBBE

Andreas Shiamishis, Deputy Chief Executive Officer and Group Chief Financial Officer, Hellenic Petroleum

Theodoros Tryfon, Vice President, Elpen Pharmaceutical

Antonis Tsiboukis, General Manager Greece, Cyprus and Malta, Cisco

Petros Tzannetakis, Deputy Managing Director and CFO, Motor Oil

Michalis Verroioopoulos, Secretary General for Energy and Mineral Resources, Ministry of Environment and Energy

Nikos Vettas, Director General, IOBE

Kimon Volikas, CEO, Alpha Asset Management

The keynote speeches at the official conference dinners were given by Prime Minister of Greece Alexis Tsipras and Opposition Leader and President of New Democracy Party Kyriakos Mitsotakis, who discussed the growth plan for Greece.

The Greek Economy Conference 2018 was sponsored by Cisco, Kazarian Center of Public Financial Management, OTE Group of Companies, Piraeus Bank, TIF Helexpo, HEDNO, Hellenic Petroleum, Gastrade, PPC, Deloitte, IBM, KPMG, Microsoft, Papapolitis & Papapolitis, Papastratos, and the SAS Institute. 🇬🇷

GREEK ECONOMY CONFERENCE 2018

THE AGENDA

The U.S. Perspective



Greece and the International Money Markets: What Lies Ahead?



Exploring the Appropriate Growth Plan for Greece



U.S. – Greece:

A Strategic Dialogue for the Enhancement of Economic and Trade Relations



The Energy Sector as a Pillar of Economic Development: Geostrategies and Synergies



The Present and Future of the Financial and Banking Environment



The Industrial Sector in Greece: The Next Day



The Hellenic Corporation of Assets and Participations (HCAP) and Its Role in the Country's Growth Plan



Opportunities and Challenges in the Greek Investment Environment: Investors' Points of View



Developing the Greek Institutional Investment Sector



The Athens Stock Exchange Experience | Perspectives on the Role of the Greek Capital Market in The Greek Economy



The Health Sector as a Key Factor for the Development of the Greek Economy



The Key Role of Digital Technologies in the Sustainable Development of Greece

Women in Leadership, Women in Learning

AND THE VALUE OF NETWORK LEARNING

Leadership is a transformative journey, comprised of multiple milestones, challenges, opportunities, and transitions. Learning lies at the core of the journey, and in an interconnected, volatile world, network learning has an exponential value not only for leaders but also for organizations and society.

**LEARNING LIES
IN DIVERSITY
OF OPINIONS**

Network learning proves to be significantly valuable for women leaders, since it provides a vehicle for connecting learners and allowing them to collectively learn together and collaboratively work on complex challenges that women leaders face, such as gender biases, development of leadership identity, leadership purpose, and effective management of career transitions. The benefits of network learning unfold around the following dimensions: establishing shared values and trust-based relationships; exploring and addressing key challenges, biases and paradoxes that women face; blending experience with competence, sharing insights and building interrelationships and synergies; connecting learners in order to learn together, share their stories and exchange perspectives; embracing leadership as a shared process in order to build influence and unlock potential; and forming a supportive environment via mentoring, inspiration from role models and creating a learning community with a sense of belonging Leadership development and

executive management programs that are exclusively designed and developed for women, provide a fruitful context for network learning by blending cutting-edge theory with collaborative learning in action. The programs include a focus on the social, psychological and cognitive issues that women managers face at work and offer participants the opportunity to deepen understanding and strengthening of themselves in relation to other women managers and leaders.

Women-only executive programs aspire to serve multifold learning outcomes for participants, promoting critical thinking and problem solving that empower women as leaders; fostering a deeper understanding of women's diverse roles and contributions; providing clarity on how others perceive them as leaders; nurturing self-awareness and self-confidence for impact and growth; assisting women to navigate complex challenges and relationships and to become more proactive in managing their careers; and encouraging them to explore, discuss and reflect on career dilemmas, decisions and choices and to share and implement leadership strate-

gies. Most importantly, these programs offer learners the opportunity to connect with one another, with faculty, thought leaders and with the business community, to shape profound networks that provide them both the context and the content to connect to larger purposes, to increase a sense of urgency, to reflect on their core values, and to find deeper meaning in their work.

Program evaluations, feedback and reports indicate that through network learning, women leaders succeed to understand, share and embed tasks, behaviors and values connected with network leadership and to capitalize on their learning and leadership networks in order to effectively lead through their challenges and orchestrate leadership transitions.

However, in an era of disruption and flux, learning lies in diversity of opinions and traversing of boundaries, and meaning is created through complementarities, convergence and integration. A business unusual, disruptive approach to women-focused programs that includes male participants and encourages mutual learning, reciprocity and reflection on learning might offer a new lens on the ways that leaders share and highlight their values and their experiences in order to be authentic and to inspire others. 



— BY —

MARINA GRYLLAKI

Director of Executive
Development,
Alba Graduate Business
School, The American
College of Greece



ACCOUNTABILITY
COURAGE
TEAMWORK
RESULTS ORIENTATION

BAUSCH+ Health

We are focused in improving people's lives with our leading health care products.

We are a multinational pharmaceutical company that manufactures a broad range of branded pharmaceuticals, over-the-counter (OTC) products and medical devices in more than 90 countries.

We have a diversified portfolio of products, with a core focus in the areas of Eye Health, Neurology, Dermatology and General Health. In Greece, some of the most reputable products are Biotrue®, Renu®, Niflamol®, Mysimba®, Procef®, Counterpain®, Ezixin®, Ocuville®, Vidilac®, Artelac® & Dexamytrex®.

Every day, our products are used by 150 million people globally.

**Improving people's lives
through our healthcare products.**

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...in the news

DR. JANE GOODALL'S REASONS FOR HOPE



Internationally renowned primatologist and United Nations Messenger of Peace Dr. Jane Goodall visited Greece in December 2018, making stops in Athens, Thessaloniki and Heraklion. In Athens, Dr. Goodall delivered her Reasons for Hope speech to an attentive audience at Pallas Theater, inspiring those in attendance with her personal story and her groundbreaking work with chimpanzees, which fundamentally changed our understanding of humanity's closest living relatives. She also underlined the importance of younger generations actively participating in the fight for a better tomorrow for all life on the planet. The acclaimed scientist also visited the American Community School (ACS) in Halandri, where young students participating in her Roots & Shoots program had the opportunity to present to her their ideas on safeguarding the natural environment, including ideas on animal rights, community service, and environmental awareness. Dr. Goodall urged the young students to, "Go on, carry on doing good things, making the world a better place, bringing smiles to people's faces, making little dogs wag their tails, watering little plants." Dr. Goodall's visit to Athens was organized by her official office in Greece, Jane Goodall's Roots & Shoots Greece, with the support of Save a Greek Stray, Pallas Theater, the British Council Greece and the Science Communication (Sci Co) Organization, and the British Embassy and was sponsored by the American Community Schools (ACS Athens) and St. George Lycabettus Hotel. The Roots & Shoots initiative is a youth service program for young people of all ages that works to foster respect and compassion for all living things, promote understanding of all cultures and beliefs and inspire each individual to take action to make the world a better place for people, other animals, and the environment.

SABRE APPOINTS NEW REGIONAL DIRECTOR FOR GREECE, CYPRUS AND NORDICS



ANDREAS SYRIGOS

Global travel tech company Sabre Corporation has announced that **Andreas Syrigos** will take on an expanded role, serving as **Regional Director for Greece, Cyprus and Nordics**. Syrigos, who has been with Sabre as Country Director for Greece since 2016, has previously held key positions with Oracle and Sun Microsystems. He holds a BSc in Electrical and Computer Engineering from the National Technical University of Athens.

FIBA GETS GREEK SECRETARY GENERAL



ANDREAS ZAGKLIS

FIBA, the International Basketball Federation and governing body of basketball, has announced the appointment of **Andreas Zagklis** as the organization's new **Secretary General**. Zagklis previously served with FIBA as General Counsel and Legal Director. He holds degrees from the University of Athens, Harvard Law School, Western University, and the University of Salamanca.

NEW GM FOR GRAND HYATT ATHENS



COSTAS PAPACHRISTOPHOROU

The brand new **Grand Hyatt Athens** hotel, which opened its doors to the public in 2018, has appointed **Costas Papachristophorou** as its new General Manager. Papachristophorou most recently served as General Manager at the award-winning Kensho Boutique Hotels and Suites on Mykonos, while previous experience includes positions as Complex Hotel Manager for Astir Palace Resort, Group General Manager for Aldemar Resorts and General Manager for Porto Elounda. He holds an Executive Management Certification from Cornell University and is a Chevalier of France's Chaine des Rotisseurs.

SPEAKERS' CORNER

ADAPTABILITY

If your ship doesn't come in, swim out to meet it!

—JONATHAN WINTERS

SUCCESS

Success is liking yourself, liking what you do, and liking how you do it.

—MAYA ANGELOU

Q&A

PARASKEVAS MAKRIDIS
ECONOMIST MSc, CPA CANDIDATE
EXECUTIVE ADVISOR AT DION-OLYMPUS MUNICIPALITY



Building On Cultural Assets

What sets Dion-Olympus apart from other municipalities in Greece?

Dion-Olympus is located in the southernmost part of Greece's Central Macedonia region. The municipality is home to Mt Olympus and boasts a rich history and cultural heritage. Just a four-hour drive from Athens, Dion-Olympus has a fully diversified tourism portfolio that appeals to a wide range of travelers and interests and can easily compete with more traditional destinations abroad.

What are the key drivers for growth in your area?

We understand growth as a process of shaping our identity as a tourism destination by developing meaningful collaborations with the private sector and by building on our natural and cultural assets, including Mt Olympus, the Archaeological site of Dion, the state-of-the-art accommodation infrastructure at Platamonas Beach, and the unique location of the town of Litochoro in the foothills of Greece's highest mountain. We aspire to become a destination where visitors can enjoy a unique experience every day of their stay—a destination you want to come back to.

What's next for Dion-Olympus?

We want to showcase the area's mythological heritage and highlight Mt Olympus's role as the home of the twelve ancient Greek gods. This can be achieved with the construction of a theme park on the foothills of Mount Olympus combined with accommodation and leisure infrastructure, which of course includes the private sector involvement. Such investments can extend the tourism season, increase employment and attract further investments.

PIREAEUS BANK FUNDS AFS SCHOLARSHIPS

Piraeus Banks is funding two scholarships that have allowed two young people to join the American Farm School's Vocational High School this current academic year. The American Farm School has always welcomed such initiatives that support young people in pursuing careers in the agrofood industry, allowing students—through scholarships—to train at secondary, undergraduate or graduate level. The American Farm School is an independent, non-profit educational institution located in Thessaloniki, in northern Greece. It was founded in 1904 by American missionary John Henry House to serve the rural population of Greece and the Balkans. The School is active in primary, secondary and higher education, preparing graduates to take on key roles in the community and in the agrofood industry.

KOTSOVOLOS TAKES HOME GOLD EFFIE AWARD



Kotsovolos, one of Greece's leading electronics and appliances retailers, took home the gold award in the Seasonal Marketing category at the 2018 Effie Awards. The company won thanks to its "Eihes kai sto horio sou Black Friday?" campaign, which was developed by The Newtons Laboratory and which presented a decidedly Greek—tongue-in-cheek traditional—spin on the Black Friday sales phenomenon. The campaign stood out for its edge and creativity and for increasing Kotsovolos' relevance with the younger crowd.

GREEK ASTROPHYSICIST HONORED WITH ORDER OF THE PHOENIX AWARD



Erotokritos Katsavounidis, Senior Research Scientist at the Massachusetts Institute of Technology, has been awarded the prestigious Golden Cross of the Order of the Phoenix for his contribution, in 2015, to the first direct detection of gravitational waves. The award, signed by Greek President Prokopis Pavlopoulos, was presented to Katsavounidis by Consul General of Greece in Boston Stratos Efthymiou.

PRIORITIES

Your time is limited, so don't waste it living someone else's life.

—STEVE JOBS

DRIVE

Don't confuse progress with winning.

—MARY T. BARRA

MERIT

In the future, there will be no female leaders; there will just be leaders.

—SHERYL SANDBERG

Learning to Excel

Niki Boutari, Vice President of Marketing and Communication at The American College of Greece, shares her thoughts on women in leadership, empathy, education, and the importance of having fun.



From your perspective, what are the biggest challenges for women in leadership roles?

I think that, once past the threshold of leadership, the challenges are the same for women as for their male counterparts. I'm confident that, nowadays, women who have earned rightfully a top position are considered and evaluated based on their performance, not their sex. Conversely, it's while progressing along career paths that women are still vulnerable candidates for leadership positions when compared to men, largely due to the task of motherhood and to outdated mindsets that hold women to be less qualified than men for certain roles that have traditionally been strictly male. Thankfully, we are nowadays seeing more and more women pilots, military professionals, astronauts, inventors and so on.

Tell us a bit about your work as VP of Marketing and Communication at The American College of Greece. What have you accomplished during this time and what are your next goals?

I started working at ACG five years ago. During this time, I have set up a full-service M&C team of specially skilled professionals who can support all current needs of consistent institutional image, content development, tactical communication campaigns—applied online and offline—as well as internal communication for all three ACG units: Pierce, Deree, and Alba. Our most crucial to the ACG brand work includes implementing a new ID system, including all graphic and digital applications of the new logo as per detailed guidelines; the creation of performing ACG profiles across all social media and search; an established set of Key

Performance Indicators and a fine-tuned system for evaluating them that ensures positive ROI of our budgets; the creation of new websites for Deree and Pierce, produced totally in house; successfully marketing innovative programs such as Parallel Students, which targets top students of Greek public unis; and the smooth integration of Alba's M&C, following its recent integration with ACG, ensuring coherence with ACG's image, positioning, and narrative while maintaining its own distinct personality. Our next goals, in addition to further developing the above, include successfully serving the communication needs of our—currently under construction—ACG 150: Advancing the Legacy, Growing Greece.

What does education mean to you, both from the standpoint of working in education and being a recent graduate of Alba's EMBA?

Education is one of my key and core values in life. I'm a firm believer that education can get you anywhere, help you develop and grow into a fulfilled human being. As a parent, my credo is that education is the best asset you can endow your child with.

Two years ago, I decided to enroll in Alba's Executive MBA program of Alba—maybe the best decision in my professional life! This program was life-changing for me in the sense that it propelled my grasp and knowledge of the current world to a 360 viewpoint, boosted my energy and creativity, and deepened my love for continuous education and scholarship.

What is your advice to future female leaders and game-changers?

Be less self-absorbed. And relax! The world doesn't revolve around you. Make mistakes and learn from them; see the broader picture. Have faith in your mission. Lead your team by We, not I. Show empathy to those not as privileged as you. And don't forget to enjoy the ride! 🍷

Innovation & Tradition

Stylianos Koskinidis, President and CEO of Koskinidis Packaging, talks to Business Partners about the importance of innovation, tradition, and the human factor.



STYLIANOS KOSKINIDIS AND HIS DAUGHTERS, MARTHA AND TANIA

Tell us a bit about Koskinidis Packaging. Koskinidis Packaging is one of the leading companies in this field in Greece. For almost a century, we have been producing high-quality packaging and display products for a range of clients that includes some of the biggest corporations active in Greece—and the world—today. Good packaging is so much more than just a container. It's a promise of quality. So in that sense, our business is about creating those unique identities, building brands.

What gives the company its distinctive edge?

Koskinidis Packaging is a family-run business. It was first established by my father in 1922, and through hard work and our dedication to our clients and our people, it has grown and established itself as the market leader it is today. Of course, we're always adapting and reinventing ourselves to keep

pace with the market and with the latest technologies. It is essential to continuously develop and be willing to make bold strides. In a nutshell, the company's success is built on these twin foundations: on the one hand innovation and forward thinking and on the other hand a solid sense of family and tradition. I was the second generation to be involved in the business, and now the next generation is involved too. We will soon be celebrating 100 years of creativity of innovation, so of course, we are proud of the company's journey.

What is the key to keeping up with market trends and always staying one step ahead?

We build on the four cornerstones of innovation, versatility, competitive prices and excellent customer service. Throughout our journey, we've made a point of innovating and embracing new developments in the indus-

try. For example, Koskinidis Packaging was a pioneer in the modernization of box-lithography in Greece, and we continue to invest in cutting-edge technology that allows us to deliver eye-catching and innovative packaging products at competitive prices. Of course, we always make it a priority to honor our responsibility to our people, the community we operate in and of course the environment.

Can you give us some examples of such initiatives?

Over the years, we have invested considerably in optimizing our production processes and ensuring the most efficient use of available resources in order to reduce our environmental footprint. Ultimately, we want our operations to make a positive impact. In 2018, we completed a total overhaul of our main production facility in Tavros, Athens. This included everything from energy upgrades to new state-of-the-art machinery, which means that we can offer our clients improved products and services while at the same time improving the everyday experience of our employees and ensuring our operation is more environmentally friendly. It's a win-win-win. We also make it a point to work with local communities, whether that's organizing or supporting initiatives that support children, young people, and vulnerable groups in our society.

Looking to the future, what comes next for Koskinidis Packaging?

We are committed to staying one step ahead of the competition, and we will do so by continuing to focus on the things that matter: top-quality products, excellent customer service, constant upgrades and innovation, and putting our clients first. The human factor makes all the difference. 🙌

While this publication was in production, Stylianos Koskinidis passed away. He is survived by his wife, two daughters and two grandsons.

Athens Gastro-Tourism Forum



Food and marketing experts came together on January 18 at Divani Caravel Hotel in Athens to discuss creative ways of further developing gastronomy tourism in Greece. Speakers included Nikos Dellatolas, Consulting Editor of The Coffee Magazine; Andreas Sfyridis, hospitality photographer; Iakovos Sachas, CEO of DNA Travel; and Charis Brousalian, Sales and

Marketing Manager of Greek Travel Pages (GTP). The forum was organized by marketing company Respond on Demand in the context of the Athens Money Show 2019, a financial expo organized in collaboration with the Hellenic-Chinese Chamber of Commerce.

Greek Shipping Awards 2018



Lloyd's List's Greek Shipping Awards, one of the country's most prestigious maritime events, is an annual event celebrating many different types of achievement across the maritime industry. Attracting a crowd of almost 1,200 guests, the Greek Shipping Awards 2018 were once again a re-

sounding success and saw some of the industry's top names receive awards. Intercargo Chairman John Platsidakis was named Greek Shipping Personality of the Year for 2018, while Simos Palios of Diana Shipping was honored with a Lifetime Achievement Award. Angeliki Frangou, Chairman and CEO of Navios Maritime Holdings, was named Greek Shipping Newsmaker of the Year; ABS's Christopher J. Wiernicki was named International Personality of the Year; Dr. George Gratsos, President of the Hellenic Marine Environment Protection Association, received the Award for Safety or Environmental Protection; and Paris Kassidokostas-Latsis received the Next Generation Shipping Award. Among the companies honored at the event were Contships Management Inc., Euronav Ship Management Hellas, Seajets, Clarksons Platou Hellas, BNP Paribas, Farad SA, The Propeller Club Port of Piraeus, and Signal Ocean Platform.

Bring On the Startup Mentality

The winners of last year's Mindspace Challenge pitching competition—members of the three startups AidPlex, Oliveex, and Parity—traveled from Athens to the United States to get a taste of the U.S. startup mentality that helps so many startups thrive in North America. The nineteen young Greeks visited Silicon Valley and the broader San Francisco Bay Area on the West Coast, where they spoke with professors and MIT, Harvard and Stanford, and visited investors, accelerators, incubators and tech giants such as Google, edX, Facebook and Netflix. They concluded their trip with a visit to Boston and to the IBM headquarters on the East Coast. The trip was sponsored by Mindspace with the support of the U.S. Embassy in Athens.

DID YOU KNOW Snow!

■ ■ ■

Snow is classified as a mineral

■ ■ ■

It typically looks white, but can actually be seen in other colors including pink ("watermelon snow") and blue

■ ■ ■

Snowflakes form in the atmosphere when cold water droplets freeze onto dust particles

■ ■ ■

There are at least 35 different types of snowflakes

■ ■ ■

Their shape depends on a number of factors, primarily the temperature and humidity at which they are formed

■ ■ ■

Overall, simpler snowflake shapes are more common at low humidities, whilst more intricate varieties are formed at higher humidities

■ ■ ■

However, snowflakes always have six sides—that's because the hydrogen and oxygen molecules in the ice crystals always form hexagonal structures when they join together

■ ■ ■

According to Guinness World Records, the largest snowball fight of all time consisted of 7,681 participants and took place in Saskatoon, Saskatchewan, Canada on January 31, 2016



TESS ROUNDS UP ITS FIRST EXOPLANETS

NASA's TESS, the Transiting Exoplanet Survey Satellite, is a two-year survey aiming to discover exoplanets, or worlds beyond our solar system, in orbit around bright stars. TESS launched on April 18, 2018 and began regular science operations on July 25, 2018. In January 2019, NASA announced that TESS has found three confirmed exoplanets in its first three months of observations and has also captured six supernova explosions. The three confirmed discoveries include Pi Mensae c, a planet about twice Earth's size that orbits Pi Mensae, a star similar to the Sun in mass and size; LHS 3884b, a rocky planet that lies so close to its star that pools of molten lava can form on some of the rocky surface on the daytime side; and HD 21749b, which has a surface temperature of about 150 degrees Celsius and orbits its star every 36 days. Over the course of its two-year mission, TESS will observe nearly the whole sky, providing scientists with a rich catalog of worlds around nearby stars, as well as a host of information on other phenomena such as comets, asteroids, white dwarf stars and supernovae.



PLOVDIV, BULGARIA

Plovdiv and Matera Named 2019 Capitals of Culture

As of January 1, the cities of Plovdiv in Bulgaria and Matera in Italy hold the title of European Capital of Culture for 2019. Plovdiv has a population of almost 350,000, while Matera has a population of approximately 60,000. The cities were chosen based on their cultural programs, which showcase both local culture and European dimension and promote the involvement of the cities' residents.

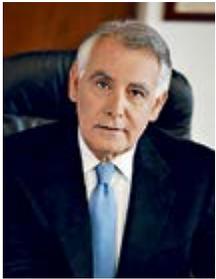
The European Capital of Culture initiative was developed in 1985 by Melina Mercouri, then Greek Minister of Culture, and her French counterpart Jack Lang. It is designed to highlight the richness and diversity of cultures in Europe, celebrate the cultural features Europeans share, increase European citizens' sense of belonging to a common cultural area, and foster the contribution of culture to the development of cities. In practical terms, the initiative can help regenerate cities by raising their international profile, enhancing their image, and boosting tourism.

MITEF Greece Startup Competition Is GO!

For the fifth year running, MIT Enterprise Forum Greece is organizing its annual startup competition, a business skills accelerating competition in which Greek technology startups compete for prizes and international brand recognition. This year's MIT Enterprise Forum Startup Competition 2019 features two tracks: the general track and the new Energy and Mobility track, which is exclusively sponsored by Hellenic Petroleum. The competition's first round was open for applications by eligible teams or companies January 9-31, and judges will select the top entries during the first three weeks of February. The second round, to take place from March till May 2019, will see the semi-finalists assigned mentors and go through a carefully designed series of free workshops; judging for this round will be done through live presentations. The top ten teams will proceed to the third and final round and will pitch to a high-profile panel of judges in July 2019.



Pharmaserve-Lilly LEADING PHARMACEUTICAL INNOVATION IN GREECE



Business Partners talks to Dionysios Filiotis, President and CEO of Pharmaserve-Lilly, President of EPhForT, the Pharmaceutical Forum Team of ACCI

(Athens Chamber of Commerce and Industry), former President of the Hellenic Association of Pharmaceutical Companies (SFEE), pharmacist and member of the Hellenic Pharmaceutical Society (HPS).

Dionysios Filiotis is the man who in recent years has confronted and challenged the Greek state to recognize the great benefits that clinical research can offer the country. In this interview, he speaks about the beginning of Pharmaserve-Lilly in Greece and the company's milestones throughout these years. He elaborates on the issues of the pharmaceutical sector and explains what needs to be done in order for the latter to become a "stimulating injection" for the economy of the country, a booster that will effectively contribute to economic recovery and growth.

Tell us a little about the company's early days. How did it all start? What was the basis for your current success?

The formation of Pharmaserve-Lilly has been a natural evolution of my life. After my studies in Pharmacy, I had to move forward somehow, so I started working as a medical sales representative at several pharmaceutical companies. Having completed my military service with the Navy, I searched for a job and was hired by Eli Lilly's subsidiary in Athens, which was then located at 22 Ravine Street in downtown Athens and had eight employees. The company had launched two antibiotics (cephalosporins) and two oncology drugs in Greece. I was in charge of promoting the oncology drugs Oncovin and Velbe throughout the country, so I traveled all around Greece, and had the chance to meet

many medical doctors and pharmacists, with whom I have kept in touch throughout my career. The creation of Pharmaserve-Lilly was the vision of inspired business leaders at Eli Lilly Company at the time. Together with these great business leaders, with our vision over and above details, looking beyond the horizon, recognizing opportunity and success, we created the joint venture, which was meant to become a great success. This attitude created a tremendous motivation and endless energy for all of us.

The recipe for the future is to continue successful practices and the entrepreneurial spirit.

Which, in your view, have been the major milestones in the company's history?

The most important milestones are the following: In 1977, an excellent antibiotic drug, Nebcin (tobramycin), was introduced in Greece, and then in 1980, Mandokef (cefamandole), a second-generation cephalosporin, was launched in the Greek market and very soon became the top injectable antibiotic in our country. In 1982, I was promoted and moved to London for two years. However, the company's performance in Greece was not good, for many reasons—political and economic as well as changes to the internal structure of the company. In 1983, Lilly decided to shut down the affiliate. While still in London, I suggested to those in charge to consider me as one of the candidates for Lilly's dealership in Greece. In the end, after long consultations and discussions, I acquired the dealership along with two partners: Alekos Totsios and Yannis Kournetas. Thus, on April 2, 1984, two companies were founded: Pharmaserve and Elanco. Pharmaserve specialized in human medicines and Elanco in the animal and agricultural sector.

Tell us about Pharmaserve-Lilly's landmark medicines and therapies.

As I mentioned above, the most important medicines were the ones that continued to record significant sales in our country. In 1985, one year after the company's conversion from a subsidiary to a dealership, we launched the antibiotic Ceclor (cefactor), which is still available and is our most distinguished symbol and



ATHENS, OCTOBER 1975, WORLD CONGRESS OF CHEMOTHERAPY

THE RECIPE FOR THE FUTURE IS TO CONTINUE SUCCESSFUL PRACTICES AND THE ENTREPRENEURIAL SPIRIT

representative product in Greece. Ceclor has been used to treat millions of adults and children. Another landmark was in 1986, when we launched Humulin, the first human insulins, in Greece. Many of our products have made their own history in the Greek market. In 1990, Ladose (fluoxetine) was launched; known internationally as Prozac, it was the first psychiatric medicine (antidepressant) which acted on the central nervous system. Furthermore, as the late Professor Konstantinos Stefanis said back then, it was the first medicine that acted on the human soul. Later on, the antipsychotic medicine for schizophrenia and bipolar disorder Zyprexa (olanzapine) was launched, a medicine that has also saved millions of people and their families all over the world. The discovery of olanzapine was a landmark in the history of medical and pharmaceutical science, as health scientists finally

had in their possession a very effective medicine with an excellent safety profile in order to treat severe mental illnesses.

What do you think are the key factors that have contributed to your current achievements? Hard work? Good role models? Or did it just happen?

I believe good fortune is an important factor. On the other hand, when we have the power or opportunity to affect something, we must do our very best. Whatever we undertake to carry out in our life or whatever we decide to do, we must devote our soul to it, trying our best. There have always been models and there will always be. However, the real success factor was, is and will always be the entrepreneurial spirit. This is the real success factor.

Are there specific values and principles that the company stands for and which have guided the company unaltered throughout its journey?

I believe that we must carry out whatever we have undertaken,

always abiding by correct scientific practice with proper ethical and moral procedures. Special emphasis is given to our outward corporate image, and we want it to be perfect. We function as a close family, helping our staff and their families. The company's goal is to provide the best possible medicine and the most effective therapeutic solutions to those who need them. And even more importantly we have trust in our people and their capabilities. Trust your people, inspire them, motivate them, and they will always deliver.

Pharmaserve-Lilly has a major economic footprint in Greece, as it not only represents medicines from abroad but also produces drugs in our country. What does this mean for the company, and what does it signal for the future?

Once the company was established in Greece, we started a collaboration with the late Pavlos Yannakopoulos, with whom we remained connected by a close and sincere friendship. Back then, he was setting up the first Vianex plant on the Athens – Lamia National Road, to produce in Greece not only Lilly products but also those of the other companies we represented. There used to be incentives, though, for manufacturing products here, as the state was granting certain tax and tariff reliefs. Today, we continue producing some products with Vianex, although there is no particular incentive anymore, while our company has also been exporting products since 2014, to promote the antibiotic vancomycin in the global market, especially in China.

Vancomycin is being produced under the tradename Voncon by Vianex; when the agreement was signed in 2014, a big event was hosted at the Zappeion Center, attended by major figures from the country's business and political life. In 2014, we started exporting with 2,000,000 vials, in 2015 we went up to 6,000,000 vials, in 2016 to 7,000,000 vials, in 2017 to 8,000,000 vials, and in 2018 we reached 7,780,902 vials, while the forecast for 2019 is 12,000,000 vials.

Clinical Research is another important activity of Pharmaserve-Lilly with a significant economic impact for our country. More specifically, over the past 20 years, our company



TRUST YOUR PEOPLE, INSPIRE THEM, MOTIVATE THEM, AND THEY WILL ALWAYS DELIVER

has invested in Greece more than €50 million in research and development for new medicines and continues to invest. This investment is a very high local added value activity (>100%), broadening the scientific knowledge, creating new job opportunities, offering education possibilities to new scientists, and especially allowing access to new therapies to Greek patients.

Pharmaserve-Lilly has continued to invest in the Greek market despite the lack of economic incentives and the tough conditions for businesses in Greece. How is the company navigating the current difficult business and pharmaceutical environment in the country and how do you envisage the coming five to ten years?

We believe there are great prospects in the future for investment and growth in our sector. The state will show serious interest in the health sector, especially in the field of medicines, which has suffered economic abuse during recent years with adverse effects on the availability of new proprietary medicines and timely access to new treatments.

Pharmaceutical companies are experiencing tough conditions currently, and I believe the exit from the bailout program and economic austerity should become the trigger for better and more optimistic management of health care in general. A country is like a household. Health is always a top priority for a household, so there is no room for misers. Let

us not forget that investment in health, especially in the field of pharmaceuticals, will result in greater economic output and thus have a positive impact on the country's economic growth.

For example, the high priority use of new innovative medicines creates economies at many other points of the health system, while at the same time boosting the national economy with an inflow of capital from abroad, importing research know-how, offering new jobs, ongoing training and utilization of the available human resources in high-skill sectors. Furthermore, development of clinical research in our country will ensure rapid access of patients to new treatments and thus to better healthcare and will contribute to lowering overall healthcare spending.

Unfortunately, though the plague of rebates and clawbacks, on top of prices that are already the lowest all over Europe, has a major negative economic impact on all businesses of the health sector.

If a young person asked you today whether there are career opportunities in this field, what would be your response? What is your advice to young people?

I would tell them, "Yes! Go for it!" because we are talking about a very important sector with a great future. It would be a disaster if we thought that the sector of our health has no future! 🙌

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FORTUNE *FAVORS* THE BOLD

Charikleia Stouka, realtor® and founder of Alma Real Estate, talks to Business Partners about the secrets to her success, the fulfillment that comes from making a difference in people's lives, and the rewards of perseverance.

Tell us a little bit about yourself and your background. How did you get started in real estate? Was this something you always wanted to do?

You could call it fate or a happy accident. I stumbled into the real estate sector while seeking a job, many years ago. In the beginning, I didn't even know this profession really existed to the extent that it does. At the time my family had increased financial needs, and as a single mother, I was looking for a career in which success is rewarded with more than just a flat salary. Of course, this also carries a risk, but I was ready to give it my all and hope for the best. I had previously studied construction engineering and had some experience managing small family property, so I figured this was a natural next step. I took a job with a local real estate agency to gain insight into the sector and learn from more experienced colleagues. As the saying goes, Rome wasn't built in a day. But I was learning fast, and soon enough I was in a position I felt comfortable going at it alone. That's when I decided to start Alma Real Estate, initially from a desk in my parent's living room, which they were kind and understanding enough to provide. Necessity really is the strongest motivation. Alma was born out of necessity, but I found that I loved constantly challenging myself to the best I can in my field. Having something

of your own to work for made everything seem worthwhile. We have grown a lot since that first desk in 2001, and we keep taking on new challenges. Every day is an opportunity to grow.

What makes you so passionate about real estate?

To this day, my passion for the real estate business grows from the satisfaction I receive from successfully matching a property and a client. Knowing I have found the best home for a family or the best office space for a business to flourish is a reward I value highly. This is what keeps me passionate and motivates me to continue. I receive great satisfaction when I run into former clients and I get that confirmation that the choices we made together for their property were the right ones. Hearing, "This property is exactly what we were looking for," or, "We are happy because of you," makes all the difference between a job and a passion.

Why did you choose the name Alma for your real estate business?

Alma is the Greek word for "leap." At the time, deciding to start this company was a great leap of faith. Of course, my family had faith in me, but I also needed to have faith in myself, stick to my

decisions and follow through with my plan. Later on, I found out that the word alma exists in many languages, with its various meanings, funnily enough, all relevant to our ethos. In Italian and Spanish, for example, alma means “soul” and in Latin, it means “kind” and “nourishing.”

Where is Alma Real Estate active today?

Our day-to-day activities are focused around the northern suburbs of Athens as well as the city center, but we follow our clients wherever they can benefit from our services and guidance. We are mainly active in the residential and retail/office markets, but having been in the market for so long, we have grown our network to include businesses, specialty buildings, industrial buildings, luxury villas and summer houses, as well as plots of land for development and even islands.

What is your company’s mission?

Our mission is to empower our clients, through our combined experience and resources, to make the best informed real estate decisions. Our clients are at the center of everything we do, and our work focuses on what’s best for them. Every client has different needs and aspirations and is a unique project for us. We stand by them throughout the entire process and provide services that extend way beyond the date of the contract.

What is the real estate business like? What are some of the challenges you face?

The competition in this field is fierce, so it’s important to distinguish yourself from your competitors. It’s also crucial to efficiently manage cash flows between active periods and less active periods. Cyclical and seasonal demand in some markets, holidays, changes in legislation, changes in banking, changes in government and, of course, the ever-volatile Greek economy keep you on your toes, and you have to continuously adapt. It’s a marathon, not a sprint. Running a business is not so much about your resources but about your resourcefulness. There are ups and downs. There have been periods when business was great and periods when it was a challenge to keep the lights on. To win you must stay in the game—and that sometimes means putting aside your ego, taking an objective perspective, and doing what is best for the business.



“

IT’S A MARATHON, NOT A SPRINT.

RUNNING A BUSINESS IS NOT SO MUCH ABOUT YOUR RESOURCES BUT ABOUT YOUR RESOURCEFULNESS.

”

THE INTERVIEW



Based on your experience in the field, what do you think it takes to succeed?

One of the most important qualities for any entrepreneur is to be able to remain objective and flexible and do what is necessary for the client and for the business to thrive. Another important quality, especially in our line of work, is efficiency, and that comes with experience. I'm now much faster at determining which clients are serious prospects and how to best allocate resources to find the most appropriate match between them and the right properties. That said, success is an ever moving goalpost. In my case, would say that what has propelled Alma Real Estate and my own career is recognizing that every client is unique and finding what works best for them, and always being ready to seize opportunities! The most important ingredient, of course, is sweat equity: putting in the hard work day in and day out, come rain or shine.

Alma Real Estate has now been active for the best part of two decades. What is your opinion on the way the industry is developing in Greece? What do you think the future holds for the real estate market in our country?

Many aspects of the industry have changed and are continuing to change at a rapid pace, but the industry at its core is the same it has always been over the past couple of decades. The scale of projects remains the same—although there are some larger scale projects planned for Athens in the near future if the economy continues to recover! The clients are also the same, but demand changes through the years based on the economy, legislation and the lending power of banks. We are slowly also seeing an increase in foreign investment which will hopefully continue as the legal framework improves.

One part of our work that has changed a great deal is advertising. Social media now claims an ever-increasing market share in the promotion of real estate. The future cannot be predicted, but we are seeing some increased activity lately, in demand as well as sup-

ply, with developers slowly getting back into the game. We hope this continues.

So what is your advice for aspiring realtors?

Education is key. Learn, learn, learn—and learn! If you are not experienced in the sector, either join a course or take a job with an established agency and work with experienced realtors. When first starting out, you must plan your budget. Do not expect to be profitable from day one. Don't forget to factor in your personal expenses, and make sure you are aware of all expenses involved, especially advertising and fuel charges. Success is like rent, it is due monthly. Do not make cash flow projections based on your best months. Plan for long term growth. Last but not least, make sure to walk in your client's shoes, every single time.

What about homeowners? Are there any tips or pointers you want to share with them for choosing a realtor?

It is best to get referrals from friends who have used a realtor in the past and are satisfied with the service. Research the realtor's background and their office beforehand, and make sure you are aware of your legal rights and obligations before starting your professional relationship. The most important factor in a successful cooperation is communicating your needs and wants with honesty. You have to be honest with your doctor, lawyer and realtor!

What advice would you give to young people thinking of becoming entrepreneurs?

Entrepreneurship is a very hip word these days. The media idolizes entrepreneurs—but they only show the successful side of things. Business is a journey, and as is the case with all journeys, you must be well prepared for the ride and ready to stick it out no matter the weather. Be prepared to fail and be prepared to learn as fast as possible. Remember that "fortune favors the bold," and when you make it through, it will be the trip of a lifetime. 🍷

ΗΛΕΚΤΡΟΝΙΚΟΣ ΛΟΓΑΡΙΑΣΜΟΣ



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THOUGHT LEADERS

WOMEN IN BUSINESS

Over the past year, we heard a lot about gender equality, women's empowerment, women's rights, female leadership, and women taking a stance. The message comes across loud and clear: Empowering women to participate fully and equally to their male counterparts in business across all sectors is essential to the economy, as well as to achieving sustainability and development and improving quality of life—for women, men, families and communities.

In this issue, Business Partners' Thought Leaders features an all-star line-up of businesswomen, members of the American-Hellenic Chamber in Commerce's WIB (Women in Business) Committee, each distinguished in their respective field and known for their efforts to advance and empower women in business. Our Thought Leaders share their views and offer practical guidance on how to support women in the workplace, marketplace and community.

—ALEXANDRA LOLI



WOMEN IN BUSINESS (WIB)
COMMITTEE

MISSION STATEMENT

To serve as a premier catalyst for the leadership development of professional women through disseminating learning on international and national best practices. Work with all sectors of the local economy to promote and enhance the development and influence of professional women in the business world.

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Women Leadership in Modern Business



There has never been a better time for women to take on senior leadership roles. Alpha management style is giving way to shared leadership styles. The new mantra is, “Connect, collaborate, influence and lead,” and this is what we at WIB Committee are promoting. Women can thrive by working in tandem with their male counterparts, bringing their inspiration and skills to the workplace while making our world a better place. There are three key major trends where gender diversity can really make a difference:

1. FROM PREDICTABLE TO VUCA-TIMES: VOLATILE, UNCERTAIN, COMPLEX AND AMBIGUOUS

A modern leader makes more decisions in one week than a 16th century-leader did in a lifetime. Leaders have to digest information, prioritize, multitask and resort to their intuition for making decisions despite the uncertainty. Women are natural multitaskers, and their inherently developed gut feeling gives them a relative advantage.

2. FROM UTILITARIAN TO VALUE-DRIVEN PERSPECTIVES

We live in times when meaning and purpose are the new norm; consumers and employees do not just expect but demand them. Leaders must, therefore, be keenly aware of how their own values and decisions align with modern expectations. Women can offer a lot to that end, as they value purposeful living.

3. FROM A DIRECTIVE AND AUTHORITARIAN STYLE TO EMPOWERING LEADERSHIP

Leaders must engage with and empower their teams. They must be comfortable with both learning from and consulting younger members of the team while leveraging the know-how and experience of the older generations. Women are by nature more empathetic and can manage gracefully this new complex environment.

WOMEN ARE NATURAL MULTITASKERS WITH AN INHERENTLY DEVELOPED GUT FEELING

Female Leadership: Addressing Challenges and Achieving Full Potential

While there is currently no gap in academic achievement between men and women, there is still significant underrepresentation of women in senior positions.

So what is holding women back, and how can they be supported in achieving their full potential?

Self-confidence, decisiveness and boldness in assuming increased responsibilities are critical in career advancement. Receiving unbiased recognition and encouragement and being offered development opportunities from the early career stages can motivate and reinforce women on their way up the corporate ladder.

Furthermore, getting the right level of support from their organizations when faced with the struggle of balancing career and motherhood is also critical for women to stay on the path for reaching their full



potential. Female employees who become working mothers are no less committed to their job, and being recognized for that will only empower them to become even better. I will never forget the day that I got a call from the CEO announcing my promotion while I was still on pregnancy leave for my second child. It has been a tremendous boost to my confidence and willingness to advance further. It is clear to me that women should by no means let gender limit their view of what they can accomplish, nor should it define their future opportunities.

Connecting with senior female leaders can help strengthen this belief and become a source of inspiration for young women willing to advance their careers. Quotas and diversity initiatives may still be a necessity for promoting gender equality, but changing mindsets is far more important.

Is There Really a Gender Equality Issue in the Workplace?

Some people would definitely argue that, “Yes, there still is a serious gender misalignment in businesses.” And they might be right. But there is no sustainable resolution for any issue unless the root cause is clearly identified, stated and addressed.

To make a long story short and avoid repetitions, I believe that wherever such issues exist, this is mainly due to how women themselves view and handle their presence in the workplace. The way you are treated depends on the image you project. If you are used to stepping back from challenges, you will never be given the chance to take over a serious role. If you feel like a victim, someone will surely come up as the intimidator to confirm your presupposed attitude.

You are what you believe yourself to be. And you can become what you believe you deserve to be. So simple and so straightforward!

There are many, widely accepted, social stereotypes that create a totally unfriendly environment for women to



succeed in the workplace or make progress in other institutional positions. Fighting against those old-fashioned ideas is not easy, but it is absolutely feasible.

There are hundreds of proven examples of brave women who pursued an interesting life and managed to achieve success and enjoy the positive outcomes of it. Of course, at the same time, they had to bear the consequences of being an authentic fighter.

It's up to each woman to decide whether she prefers the calmness of an indifferent life or the fulfilling adventure of an interesting one. I definitely vote for the second.

**YOU ARE WHAT YOU BELIEVE YOURSELF TO BE.
AND YOU CAN BECOME WHAT YOU BELIEVE YOU
DESERVE TO BE**

Fueling Professional Growth for Women

McKinsey’s “Women in the Workplace 2018” report surveyed 64,000 employees and 279 companies employing more than 13 million people. It highlights what is clearly common knowledge, that women start not keeping up with men early in their careers and continue to fall behind along the way. There is just one female manager for every five male managers in the United States, and this ratio is even more skewed in most other parts of the world. And even though steps need to be taken at the corporate policy level, it will be women leaders themselves who will create the culture shift that supports women at work and who will carve a future of greater opportunities. Our call will be to:

- Perform beyond expectations, where it really counts. Leadership does not come with the position but attracts the position to you. Leadership is about creating results by committing all the way, undistracted and unfettered by the (predictably) negative context.



— BY —
AGNES MARIAKAKI
 Managing Director,
 MindSearch

- Learn to be noticed. It happens easier when you learn how to make allies of the people you work with. Seek mentors who can enrich your path to professional growth. Focus on women role models who can fuel your passion and ambition.
- Have a growth mindset—that is, do not be daunted by the limitations, the hindrances, the rejections thrown your way.
- Guide others by example. Take younger, junior women under your own wings. The call is for us to create ourselves communities of women at work which generate value, results and more opportunities for all stakeholders.

WOMEN LEADERS WILL CREATE THE CULTURE SHIFT THAT SUPPORTS WOMEN AT WORK

Academic Careers: The Old Boys’ Network and the Women’s Leaking Pipeline

Universities should constitute beacons of openness, inclusion, and innovation. Although in some graduate and doctoral programs female students outnumber male ones, women academics still face more challenges than men do. They have more difficulty publishing. They stagnate at the Assistant Professor level. They hardly get tenure or reach higher managerial positions.

Institutional factors contribute to this phenomenon. Traditional, long heritage institutions are, by far, male-dominated. Certain disciplines such as philosophy, law, medicine, STEM, and even accounting, management, and marketing, are also male-dominated. The humanities are considered “more appropriate for women.” Quantitative research is often associated with men, while qualitative research, group work and teaching are associated with women. Even proportional representation frequently



— BY —
GEORGIA-ZOZETA MILIOPOULOU
 Assistant Professor,
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inhibits women who juggle between representing their sex in committees and fulfilling required academic tasks, often accused of participating despite individual merit.

Non-institutional factors, especially family commitments, also play a part. Doctoral mothers often quit. Academic mothers spend 10 more hours every week on child-care than academic fathers and face more work-family conflict. Thus, they frequently accept part-time positions or do independent research. Academic fathers often use parental leave to publish, and are less likely to follow an academic mother on an out of state job offer.

Policies in academia receive criticism by both men and women, as much as stereotyping itself, because goal setting is gender-neutral and family status-neutral, but the notion that women are inherently better at specific tasks only, still holds.

How much intellect is needed to fix a leaking pipeline?

Engaging Hearts and Minds

Business success depends on the critical asset of having an engaged and enabled workforce. Today, the real mark of a successful organization is the loyalty of an employee, not a customer. We all know that if we look after our employees, they will look after our customers.

The world is changing rapidly; six powerful megatrends—globalization, environmental crisis, demographic change, individualism, digitization, and technological convergence—are transforming the global business environment as we know it, changing how people work and what they want from their employers. In a world shaped by these megatrends, organizations will face five key challenges: transparency, agility, collaboration, innovation, productivity. And an engaged workforce will be critical to meeting these.

KF research over many decades and among millions of employees worldwide consistently shows that:

- Highly engaged and enabled employees are 50% more likely than average to outperform their indi-



— BY —
MARTHA MYLONA
Senior Principal, Advisory,
Korn Ferry

vidual performance targets.

- The best companies at engaging and enabling their people achieve 4.5 times the revenue growth of those at the other end of the spectrum.
- Organizations with highly engaged and enabled workers also exceed industry averages for five-year ROA, ROI, and ROE by up to 60%.
- High levels of engagement and enablement can improve staff retention by up to 54%.

Organizations need to start thinking now about how to maintain motivation, engagement and enablement, now and in the future. Success depends on highly engages employees that can execute an organization's strategy while delivering creativity and innovation.

ORGANIZATIONS NEED TO START THINKING NOW ABOUT HOW TO MAINTAIN MOTIVATION

Role Models of Female Leadership

Much is said today about STEM education being the answer to gender equality and female leadership. While a good education is important, strong female role models are even more so. Kids learn from what they see and experience. Female leadership is learned by example.

Bill Murray says, "Work your best at being you. That's where home is."

"Home" for most females throughout human history has been just that: the home, a place to live and work in supporting—not leading—roles. In China, until the early 20th century, foot binding was a standard cultural practice that contributed to restricting the ability of girls and women to leave the home and move about freely.

For the most part of the last 4,000 years of human history, women have not had the right to have opinions, exercise free will, pursue education, own property, testify in court or vote. Only in the past 200 years have



— BY —
NIKI SIROPOULOU
Director,
SingularityU Greece

women gradually been granted these rights.

Some women have led the way for us, from Ada Lovelace (1815–1852) to Marie Curie (1867–1934) and from Rosa Parks (1913–2005) to Rosalind Franklin (1920–1958). And today, we need strong female leaders and role models as much as ever. We need relatable role models in everyday life, business and society. The roles we assume are a living example for our kids and for youth at large. Female leadership is taught by example. So the question is this: What kind of example do we want to be, through our work today, for the female leaders of tomorrow?

WE NEED STRONG FEMALE LEADERS AND ROLE MODELS AS MUCH AS EVER

Empowering Women in Tech

Over the last decade, employment in the European technology sector has grown at three times the rate of general employment. Research indicates that with enough women in the digital labor market, the EU's annual GDP could grow by €9 billion. We must encourage women to pursue careers in technology and we must encourage more school-age girls to follow STEM education paths. Yet according to research at the European level, girls' interest in STEM subjects drops dramatically at age 15-16 years, largely due to gender stereotypes and negative clichés about women in STEM.

There are three common myths that are roadblocks for stronger female representation in the technology industry:

Myth #1: IT is not a sphere for women. Girls avoid STEM professions because they doubt their ability to



— BY —

MYLADIE STOUMBOU

Regional Director
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Microsoft

cope. We need more women-in-tech role models to boost girls' confidence in their future.

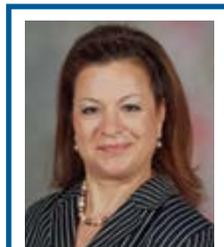
Myth #2: We have no one to choose from. Research shows that more than 60% of girls consider STEM skills to be useful in life. Indeed, multinational companies report that 44% more women applied for technical positions in 2017 vs 2016.

Myth #3: Acting like a girl. While men are usually task-oriented, interested in power and achievement of goals, women have an interpersonal style with emphasis on opportunities and motivation. Both styles are needed at work!

Defying gender stereotypes and offering equal opportunities for men and women in the technology sector would benefit our societies and our economies. The Women in Business Committee works to empower women and to promote Greek female role models across different sectors—including technology.

Female Representation Refining Corporate Decision-Making

Talented, educated, ambitious women are today claiming their well-deserved seat at the table across all business sectors, segments and types. Day by day their representation in top management increases—yet there is still a long way to go. Stifling company culture, outdated employer mindsets, and discouragement both from within the workplace and from family and society can lead top female talent to moderate career paths, impeding them from reaching their full potential. This is a huge loss in corporate wealth, as women bring to the table characteristics such as devotion, creativity, organizational talent, collective and unifying participation, empathy, compassion, sensitivity, and unmatched multi-tasking capabilities. All that, combined with men's own unique advantages, enrich, polish and refine company decision-making to achieve top results, which are so badly needed in today's tough financial climate. After all, across the globe, women are directly or indirectly responsible for the majority of consumer buying decisions, from family food supplies to holiday choices, car



— BY —

IPHIGENIA TAROU

Senior Business Consultant

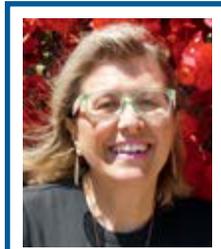
purchases and all sorts of services used by individuals and families. Wouldn't it be wise to have significant female representation in corporate decision-making?

Successful career women, in many cases, also take up the role of motherhood, often using their knowledge and experience from their outstanding working lives that may help them better carry out the demanding role of a mother. The exceptional role models that working mothers are to their children, a point of reference to build on and to follow through on, may lead those youngsters to extraordinary achievements, under their mothers' secure guidance. That in itself is a superior accomplishment!

WOULDN'T IT BE WISE TO HAVE SIGNIFICANT FEMALE REPRESENTATION IN CORPORATE DECISION-MAKING?

Six Strong Points of the Greek Working Woman

In my book *Greek Women Are Goddesses*, I lay down the traits that we contemporary Greek women have inherited from the charismatic goddesses of our mythology, particularly the goddess Athena. Like her, we are wise, diligent, and strategically-minded, with strong leadership abilities. We are strategically minded, therefore we are well suited to leadership positions. Within our families, we have garnered experience in directing the team, in forming objectives, and in managing crises. We are interested in human relations; that's why we tend to be better team players than men. In the best interest of the team, we use communication, negotiation, and persuasion, avoiding conflict and developing a more positive climate. We are skilled in developing teams, persons and roles. Maternity is in our nature. This helps us develop human beings and is an important factor in the educa-



— BY —
KATERINA TSEMPERLIDOU
Author, Blogger,
Inspirational Speaker

tional professions, which create generations of educated individuals. Since our early years, we cultivate an attitude of offering to others. As mothers, daughters, and working women, we give a little extra to our team or to our company. We seek out intellectual stimuli. Just like the wise Athena, Greek women love education. Female honors students outnumber their male counterparts. Women are more inclined to pursue graduate and post-graduate studies, to cultivate personal development and to acquire new skills. We are prudent managers of human or financial resources, and we apply this ability effectively in the workplace. Any company that adopts diversity as a core value will benefit in multiple ways from the skills of diligent Greek working women.

Everything Starts (also!) With Us

In looking at how things evolve and how decision makers mature into new realities that encompass new logic and practices, over the past 10 years, we've seen placement of women in positions of responsibility increase by 32% and the number of female executives abroad increase by 8%, regardless of family responsibilities. However, I believe that change starts with us. Now is the time to operate in line with our vision, without the restrictions that we sometimes subconsciously impose upon ourselves. The confidence with which we claim opportunities, take up challenges, and test our limits shapes practices that will help us gain the space we deserve. A KPMG global survey of 2,900 women aged 24 to 65 found that 67% of women want more support to build the confidence they needed to take managerial roles, 86% feel that seeing mothers in leading roles was important in boosting their confidence, and 76% would like to mentor other women to be more confident in the workplace.



— BY —
PEGGY VELLIOTOU
Partner, Advisory,
KPMG

However, there are still many areas where we as women should focus our efforts, finding ways to further develop our networking skills; openly communicate our thoughts by participating in articles, forums, etc.; and assume roles and become active in business areas that we have so far been hesitant to engage in. The majority of respondents agreed: We shouldn't wait for someone else to come along and nudge us toward progress. This can help, but ultimately it all starts with us. Like the French proverb says, "Every change is a door that can only be opened from inside." 🚪

WE SHOULDN'T WAIT FOR SOMEONE ELSE TO COME ALONG AND NUDGE US TOWARD PROGRESS. THIS CAN HELP, BUT ULTIMATELY IT ALL STARTS WITH US.

SINCE THE VERY FIRST ISSUE, BUSINESS PARTNERS HAS FEATURED KEY FIGURES IN GREEK BUSINESS AND GREEK-AMERICAN TRADE

100 ISSUES

BUSINESS Partners

The first issue of Business Partners was published in May 2002, and the magazine has since gone on to become one of the top publications in its field, playing an important role in showcasing Greek business and entrepreneurship, highlighting the country's potential at the global level, and supporting strong and fruitful relations in Greek-American trade.





**17 YEARS
100 ISSUES
HUNDREDS
OF THOUSANDS
OF READERS**

In its 100 issues to date, Business Partners has featured some of Greece's—and the world's—top businesses and entrepreneurs, documented some of the most important trade events, conferences and deals impacting the Greek economy and U.S.-Greek trade relations; and borne witness to some of the most significant economic and political challenges in modern Greek history.

Throughout it all, the magazine has served as an invaluable tool, supporting the American-Hellenic Chamber of Commerce's work to promote crucial regulatory reforms, drive growth across key sectors of the Greek economy, and implement important initiatives to stimulate and strengthen key industries in order to see our country prosper. Looking to the future, Business Partners will continue to support the Chamber and keep readers up-to-date on developments in Greece and abroad.

100 ISSUES

BUSINESS Partners

It has been my honor, in the six years since I was elected President of the American-Hellenic Chamber of Commerce in 2013, to see so many of the Chamber's efforts and initiatives come to fruition with real, tangible impact on the Greek economy and on business relations between Greece and the United States. These efforts have been supported at every step through our Chamber's bimonthly Business Partners magazine, which, since its establishment in 2002, has emerged as one of the best Chamber publications in Europe. We are proud of its contribution, its quality, and the legacy it is creating with every new issue.

SIMOS ANASTASOPOULOS
President, American-Hellenic Chamber of Commerce





You are holding in your hands the 100th issue of Business Partners magazine. All of us at the American-Hellenic Chamber of Commerce are filled with pride for this centennial issue and for everything this magazine has achieved in its 17 years. Business Partners has consistently ranked among the top business magazines in Greece, shedding light on a variety of interesting topics and reflecting our Chamber's wealth of activities and initiatives.

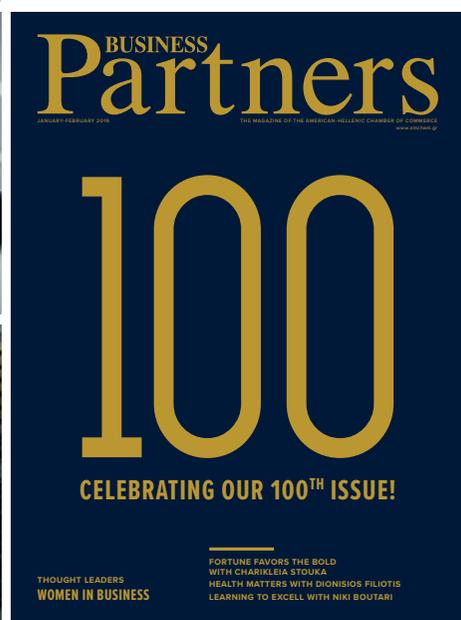
Moving forward, we are confident we will continue to build upon this impressive legacy, increasing our influence and reach and amplifying the voice of our Chamber.

ELIAS SPIRTOUNIAS

Executive Director, American-Hellenic Chamber of Commerce



BUSINESS PARTNERS HAS EVOLVED THROUGH THE YEARS AND CONTINUOUSLY STRIVES TO BE ONE OF THE LEADING PUBLICATIONS IN ITS FIELD



DIGITAL GREECE

Organized by the American-Hellenic Chamber of Commerce in cooperation with the U.S. Embassy in Athens and the U.S. Consulate General in Thessaloniki, the U.S. Pavilion at TIF2018 was built around the theme “Harnessing the Power of Innovation and Creativity.”

Celebrating the spirit of innovation, and in the context of the Digital Greece Competition that was also held during TIF2018, AmCham awarded 10 outstanding Greek startups for their cutting-edge products and their commitment to innovation. Business Partners reached out to these finalists and asked them to introduce their companies and share their thoughts on the Digital Greece initiative at TIF2018. Here’s what they had to say.



“Think Spotify for wine,” says founder Angelos Damoulianos of Botilia. “Botilia is an AI application that finds the wines that perfectly match your taste and delivers them to your doorstep next morning, at the best prices in the market. All you have to do is answer a few simple questions, and Botilia’s AI algorithm analyzes your taste profile and matches great wines to it, with an accuracy that exceeds 95%.” Commenting on the Digital Greece experience, Damoulianos also said: “We got to meet new members from northern Greece, built new partnerships with other startups mainly in tourism, and met with investors and funds.”



“Bubblz is a mobile app that rewards users for their social media posts in real time, converting them to influencers and advertisers for brands and businesses and democratizing influence and mobile/social media marketing!” says bubblz co-founder and CEO Konstantios Batsiolas. “The user simply posts his purchase to social media and our technology creates a unique ticket number, hashtags and logo in the post. The user gets rewarded, the business creates WoM and brand awareness from every customer! Our participation in TIF2018 was a great experience as we were able to present our technology and platform to potential customers, investors and to the judges of the competition!”



In 2017, four friends started Ferryhopper, an online ferry booking platform to facilitate the process of finding ferry connections between islands. “It is the first and only platform that offers the ability to search for interconnecting routes among the Greek islands. Its goal is to modernize the ferry booking procedure, providing a full suite of services to travelers, making the planning of their trip easy,” says Christos Spatharakis, Ferryhopper’s co-founder and CEO. “Participating in TIF2018 was an outstanding experience, full of opportunities to meet people and new ideas.”



“Digital Greece was a great opportunity to build strategic partnerships,” says Evangelos Karathanos, founder and CEO of Geabit. “Geabit unlocks the full potential of a farmer’s field with AI, which translates to a significant yield increase and higher quality crops. Geabit develops devices that continuously monitor and analyze plant health, development and stress. Their patented technology captures data from the field and provides actionable insights to farmers via mobile and web. On the first year of use, farmers have achieved 30% yield increase on average. Geabit has been awarded by Nissan as one of the 19 startups currently changing the world.”



“HAM Systems designs and develops truly innovative and useful consumer electronics and software. Our company specializes in Internet-of-Things and remote energy management. With an easy to use, interconnected platform that consists of both software (website/app) and hardware (devices), the user can be informed and take action for any electrical device, wherever he or she may be. HAM devices are designed in such a manner as not to disrupt your environment,” says Panagiotis Pampalos, HAM Systems founder and CEO. “Thanks to our TIF2018 participation we were able to find new business partners and expand our sales network.”

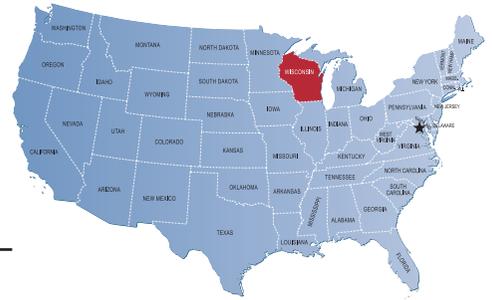


“Through our mobile app and with a simple camera snapshot, we inform our users in seconds whether the ingredients of a cosmetic or food product are potentially unsafe according to information retrieved from the European Commission and the National Institutes of Health, through state of the art computational methodologies and technology without geographical restrictions around the world,” says Ingredio founder Zoe Chournia. “We were delighted to be chosen as start-up participants at TIF2018. We were excited to participate in the startup competition and win the third prize! The experience was amazing, seeing and experiencing top notch technology companies in person.”

GREECE AHEAD

	<p>“MyLingoTrip is the most advanced, interactive platform for learning foreign languages via video conversation. You can choose from eight languages (English, French, German, Italian, Spanish, Swedish, Dutch or Greek) and start learning with excellent native speakers at the date and time that suits you best, in virtual classrooms, irrespective of time zone, currency or distance,” says founder Elisabeth Aichinger Vlachopoulou. “TIF2018 was a great opportunity to meet exciting people and get inspired by new and innovative technologies, and we were especially honored to be among the 10 finalists. Overall, it was a great experience to be part of this environment, enabling us to grow our business and ideas.”</p>
	<p>“Our company, PlantBox, produces, grows and distributes high quality and aesthetically formed miniature trees and plants, attractively packaged for the retail market. Combining family knowledge with modern horticultural methods, innovative techniques and ideas, we’ve used as a base a tree with global symbolism, the Greek olive tree, and we’ve created a unique olive plant attractively boxed for the retail market. Our plants and trees can be preserved and delivered safely, fast and with low cost, to all over the world directly from Greece,” says PlantBox founder Vasileios Tsipas, valuing the opportunity to present his company’s innovative product at Digital Greece.</p>
	<p>“Sustainable Food Movement in Greece is a social enterprise aiming to tackle food waste and promote sustainability in the culinary arts and tourism industry. This year, we launch foodity, a food waste app for premium hotels and restaurants,” says CEO Vee Bougani. “As one of the Digital Greece Competition participants, we feel very lucky to have pitched in front of highly experienced and distinguished professionals. The competition encouraged us to expose ourselves; make tiny changes which will distinguish our company from others by improving the customer experience and focus on our core audience while garnering loyal followers.”</p>
	<p>“Tekmon helps businesses with a mobile workforce digitize their daily operations and critical communications. With minimum training and set up time, teams can digitize their workflows and perform their daily operations using an intuitive mobile app. We remove paper driven processes, standardize their activities and enforce compliance. Team supervisors have access to a web platform where they can monitor the workload in real time, communicate with their workforce instantly, analyze field data and make informed decisions,” explains Tekmon Business Manager Panagiotis Mitsios. “Our participation at TIF2018 and Digital Greece gave us the opportunity to showcase our solution, meet with industry experts and exchange ideas with exceptional entrepreneurs.”</p>

On the occasion of Greece’s entry into the Visa Waiver Program, the U.S. Commercial Service of the American Embassy in Athens is showcasing all 50 states and five territories in *Business Partners*.



MILWAUKEE, WISCONSIN, DOWNTOWN CITY SKYLINE ON LAKE MICHIGAN AT TWILIGHT

Combining great nature and some of the best cities to live in in the United States, Wisconsin is a fantastic year-round destination that serves up a great balance of outdoors fun and city-break attractions. Head to Madison to explore the Wisconsin State Capitol building and visit the city’s numerous world-class museums to get a better understanding of the state’s history, heritage and culture. The city also boasts a plethora of music festivals during the summer, as well as an impressive range of art exhibitions and performing arts events year-round. Meanwhile, the state’s largest city, Milwaukee, also offers a fantastic range of museums and attractions, from the historic Third Ward and the monumental Basilica of St. Josaphat to the Milwaukee River Walk and the city’s public market. The city’s Harley Davidson Museum and Miller Brewery are also excellent options for anyone wishing to get a taste of Wisconsin’s more contemporary culture. Of course, the state is also a great place to discover American small town charm—including gems such as Bayfield, Baraboo and the tiny Stockholm—or simply indulge in a quiet cabin or cottage getaway. Wisconsin’s considerable snowfall makes it ideal for winter sports—from snowboarding to snowmobiling and from tubing to ice fishing—and the warm summers are great for hiking, cycling and boating. Don’t miss the opportunity to explore Apostle Islands National Lakeshore and the Saint Croix National Scenic Riverway, as well as the Ice Age and North Country national scenic trails. Along the way, make time to stop and treat yourself at some of Wisconsin’s excellent local cheese shops, historic breweries and fabulous bakeries. 🐻

THE BADGER STATE

Land Area 65,498 square miles

Population 5,795,483

State Capital Madison

Largest City Milwaukee

Local Time Central – 8 hrs behind Greece

Climate Most of Wisconsin has a warm-summer humid continental climate, while the state’s southern and southwestern areas have a hot-summer humid continental climate.

Across the state, winters are generally cold and snowy and summers are warm. The highest temperature ever recorded in the state was 46°C (114°F) in Wisconsin Dells and the lowest was -48°C (-55°F) in Coudery. Wisconsin receives about 40 inches of snow annually in its southern areas and up to 160 inches annually in the Lake Superior snowbelt.

National Parks

Apostle Islands National Lakeshore, Ice Age National Scenic Trail, North Country National Scenic Trail, Saint Croix National Scenic Riverway

So What Is Augmented Reality?

The potential applications of virtual reality (VR) and augmented reality (AR) seem to be all everyone is talking about lately. However, while the concept of virtual reality—a simulated environment that attempts to feel like reality as the user becomes immersed in it—is generally understood, the definition of augmented reality tends to be more fluid. So what is AR all about?

Augmented reality is about blurring the lines and bringing virtual experiences into the real world. Instead of trying to simulate an altogether separate reality, as is the case with VR, AR aims to enhance a user's perception of the real-world environment by introducing virtual elements: objects and characters that the user can interact with. In a nutshell, AR is about integrating digital data into real-time, real-world experiences. For most of us, this is achieved through the use of mobile devices equipped with high-quality cameras.

While AR, much like VR, is generally used



in entertainment and education (think Pokémon GO and learning apps), it also has everyday applications in social media (the various real-time interactive filters that users can apply to themselves using their camera in Snapchat or Facebook Messenger), sports and even medicine. Yet as the technologies evolve, we're only just beginning to see the potential of AR applications in our day-to-day lives—and businesses are catching on fast.

Valued at \$2.35 billion in 2015, the overall market for AR products and technologies has been projected to reach \$117.4 billion

by 2022 (according to MarketResearch.com). With its ability to create integrated 3-D images of products and locations that consumers can interact with and experience, the potential of AR in consumer marketing, for example, is vast.

Companies that understand the possibilities that AR technologies offer are already earmarking resources for research into the technology and for the development of apps that will allow them to directly interact with consumers, streamlining marketing as a direct, no middle-men, experience. From mobile phones to the next generation of AR headsets, tech giants such as Apple, Google and Microsoft are putting their weight behind various forms of AR technologies, and companies of all sizes are seizing the opportunities to create custom platforms to bring their products to life. The technology is advancing and is increasingly being incorporated into every aspect of our lives. Put simply, AR is the future.

Yoshi Sushi Bar

One of Halandri's most popular dinner spots, Yoshi Sushi Bar is a must if you find yourself in the capital's northern suburbs. Modeled after Japan's izakaya, the restaurant serves a variety of freshly prepared Japanese dishes in a relaxed, informal setting. Order the edamame and the salmon tataki with its sublimely aromatic ponzu sauce, sample the very fresh and exquisitely cut sashimi, and try the wakame seaweed salad with sesame oil and Yoshi dressing or the kani (crab) salad with avocado and miso dressing. The selection of sushi includes traditional hosomaki rolls, western-influenced uramaki rolls (think California and crab-and-cream-cheese rolls), traditional nigari, and "special Yoshi rolls." Try the unagi (freshwater eel) nigari and the Yoshi rolls (spicy tempura, asparagus and tuna fillet). The restaurant also boasts a signature cocktails menu.

Yoshi Sushi Bar is open 18:00–01:00 Tuesday through Friday, and 14:00–01:00 on weekends—ideal for a casual after-work dinner or for lunch during a weekend off in Athens.



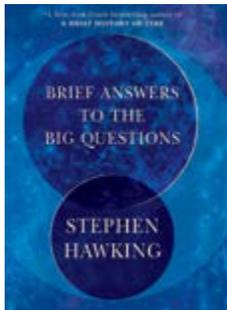
DINING
FOR BUSINESS
AND PLEASURE

Yoshi Sushi Bar
7 Grigoriou Giftopoulou, Halandri, T: 216 700 6857
www.yoshisushibar.gr

**THE BUSINESS
BOOK
SHELF**

Brief Answers to the Big Questions

BY STEPHEN HAWKING, BANTAM BOOKS



Stephen Hawking was the most renowned scientist since Einstein, known both for his groundbreaking work in physics and cosmology and for his mischievous sense of humor. He educated millions of readers about the origins of the universe and the nature of black holes, and inspired millions more by defying a terrifying early prognosis of ALS, which originally gave him only two years to live. In later life he could communicate only by using a few facial muscles, but he continued to advance his field and serve as a revered voice on social and humanitarian issues. Hawking not only unraveled some of the universe's greatest

mysteries but also believed science plays a critical role in fixing problems here on Earth. Now, as we face immense challenges on our planet—including climate change, the threat of nuclear war, and the development of artificial intelligence—he turns his attention to the most urgent issues facing us.

Will humanity survive? Should we colonize space? Does God exist? These are just a few of the questions Hawking addresses in this wide-ranging, passionately argued final book from one of the greatest minds in history.

Featuring a foreword by Eddie Redmayne, who won an Oscar playing Stephen Hawking, an introduction by Nobel Laureate Kip Thorne, and an afterword from Hawking's daughter, Lucy, *Brief Answers to the Big Questions* is a brilliant last message to the world.

TRAVELOGUE

METSOVO – IN THE HEART OF PINDUS



Situated in the heart of the Pindos mountains, between the Pindos and Tzoumerka national parks, Metsovo is often called the Jewel of Epirus. The town simply exudes character thanks to its characteristic traditional architecture, rich cultural heritage, excellent cuisine, and spec-

tacular mountainside location at 1,160 m (3,810 ft) above sea level.

What to see: Stroll through the centuries-old neighborhoods, stop for a coffee in the central square, and see the church of Agia Paraskevi. Visit the Tossitsa Folk Art Museum, the Averoff Museum of Neohellenic Art, and the Water Power (Hydrokinetics) Museum in Anthohori. Take a walk to Agios Nikolaos Monasteri. Cross Katara Pass (the highest in Greece), and venture into the nearby national parks to get to know the region's magnificent nature.

Where to stay: Grand Forest Metsovo, Katogi Averoff Hotel and Winery, Aroma Dryos Eco and Design Hotel, Archontiko Metsovou Boutique Hotel

Where to eat: Try Metsovitiko Saloni or To Koutouki tou Nikola for delicious traditional fare, stop by the Fornos Tsiba bakery to pick up homemade pasties and pies, or treat yourself to a wine tasting paired with local delicacies at Katogi Averoff Winery.

Jargonaut

ADMINISTRIVIA

A term that encompasses all the trivial tasks that management is far too qualified to suffer through



CRUSHING IT

An expression denoting that someone is doing their job particularly well or exceeding all of their goals



JOBFUSCATE

To obfuscate, to make your job appear so complex that others, especially your boss, can't possibly understand it



KICK THE TIRES

To inspect something carefully before committing to ensure it meets expected standards or has favored characteristics



PADDLE ON BOTH SIDES

To apply the maximum effort to a task



PENCIL WHIP

To falsify records or submit a form with fabricated information



PLANFUL

Someone who plans ahead, is resourceful and well-prepared—a good planner



TIGER TEAM

A temporary group of "experts" assembled to convince management that everything is under control



WORK SPASM

The short-lived period of high productivity just after a vacation

Greek Gold



A Greek extra virgin olive oil has taken home the prize for Best Condimento-Flavored Olive Oil 2018 in the annual Extra Virgin Olive Oil World Ranking (EVOOWR), a competition that calculates rankings based of the total points each olive oil amasses in a number international competition awards. The winning EVOO is the “Majestic, Flavored with Lemongrass and Tarragon” produced by Sakellaropoulos Organic Farming near Mt Taygetos in the Laconia region of the Peloponnese. The category’s Top 5 included one more EVOO from Greece—the Delicious Crete Truffle Infused Olive Oil—as well as one EVOO from Turkey and two from the United States.

To produce its rankings for 2018, EVOOWR processed data from 28 international competitions that included tastings of 9,522 samples from 30 countries. The results saw Greece come in third, behind Italy and Spain, followed by the United States and Portugal.

Eight Startups Win Envolve Awards



Eight Greek startups were announced as the winners of Envolve Award Greece 2018. The eight companies—apifon, BookingClinic.com, CollegeLink, Ferryhopper, Geomiso, MyJobNow, PD Neurotechnology, and Think Silicon—were

chosen from a pool of 15 finalists. The winners will share interest-free funding and will benefit from dedicated mentoring and a wide range of business support services from Envolve’s network of partners, including legal, accounting, marketing, IT and HR. Jimmy Athanasopoulos, Chairman of Envolve Entrepreneurship, said: “For yet another year, Envolve Award Greece managed to receive and review hundreds of quality applications, which articulates the dynamic growth of the Greek entrepreneurial spirit. Congratulations to all applicants who dedicated their time and had the courage and self-belief to evolve their ideas into solid business plans. We are looking forward to working with the new teams and help them realize their business dreams.”

Envolve Award Greece, formerly known as the Hellenic Entrepreneurship Award, was founded in Greece by the Libra Group, on behalf of The Hellenic Initiative, in 2012.

AUA Students Develop Grape Lipstick



Students from the Department of Food Science and Human Nutrition at the Agricultural University of Athens (AUA) have successfully developed a lipstick out of grape pulp, a byproduct of winemaking that is left after the grapes are stomped and the must is extracted. Their product won the first prize in the first VitiVini LAB Innovation Competition that was organized by the National Inter-Professional Organization of Vine and Wine of Greece. A total of seven proposals were awarded prizes in the competition, and all

seven groups will go on to receive support in developing business plans to realize their ideas as marketable products.

26 GREEK HOTELS NAMED TUI UMWELT CHAMPIONS 2018

Every year since 1996, TUI Germany has been awarding hotels that work particularly hard to protect their environment and live up to their social responsibility. To participate, hotels must hold a valid Sustainability Certificate recognized by the Global Sustainable Tourism Council (GSTC), and assessment also takes into account guest feedback on the hotels’ environmental performance.

Stepping up to the challenge to offer world-class accommodation while respecting the natural environment, 26 Greek hotels were recognized for their efforts to reduce their environmental impact, earning the title of Umwelt—or Environmental—Champion 2019. These are:

Kos

Astir Odysseus
Hotel Caravia Beach
Neptune Hotels, Convention Centre & Spa
Robinson Club Daidalos
TUI Sensimar Oceanis Beach & Spa Resort
TUI Sensimar Palazzo del Mare

Crete

Agapi Beach Resort
Anemos Luxury Grand Resort
Atlantica Akti Zeus
best Family Aquila Rithymna Beach
Cactus Royal
Cretan Malia Park
Grecotel Caramel Boutique Resort
Grecotel Creta Palace
Grecotel White Palace
Hotel Apollonia Beach Resort & Spa
TUI Magic Life Candia Maris
TUI Sensimar Elounda Village Resort & Spa
TUI Sensimar Minos Palace

Peloponnese

Grecotel
Olympia Riviera & Aqua Park
Robinson Club Kyllini Beach

Rhodes

Hotel Apollo Blue Palace
Lindos Mare
Princess Andriana Resort & Spa
Rhodos Horizon Resort
TUI Sensimar Atlantica Imperial



Gavras Honored by EFA

The European Film Academy (EFA) has honored acclaimed Greek-French filmmaker Costa Gavras with a lifetime achievement award. The Honorary Award of the EFA President and Board is intended as a special tribute in recognition of the filmmakers' outstanding work and personality and his strong political voice. Gavras was presented the honorary award by German filmmaker Wim Wenders at the 31st European Film Awards that were held in Seville's Teatro de la Maestranza in December 2018. "His actions and his life are an inspiration," Wenders said of Gavras.



Moving Towards a New Regulatory and Supervision Framework for Investment Firms

EU member states are moving to pave the way for more oversight and make the rules applicable to investment firms more proportionate and more appropriate to the level of risk which they take. Pending agreement with the European Parliament, the proposed package of reforms would set out a new regulatory framework for investment firms, setting capital standards, prudential requirements and closer supervisory arrangements adapted to investment firms' risk profile and business model while ensuring financial stability. There are about 6,000 investment firms of various sizes operating in the European Economic Area. Until now, they have all be subject to the same capital, liquidity and risk management rules as banks. Under the proposed package, they would still be subject to the same key measures, but the set of requirements they would need to apply would be differentiated according to their size, nature and complexity.

WWW.

MUSIC FOR THE SOUL
Discover, explore and listen to music online

Accuradio

Hundreds of stations of free internet radio with unlimited skips
accuradio.com



Bandcamp

Discover amazing music and directly support the artists who make it
bandcamp.com



Discogs

The largest music discography database and marketplace in the world
discogs.com



Musopen

An online library of public domain music recordings and sheet music
musopen.org



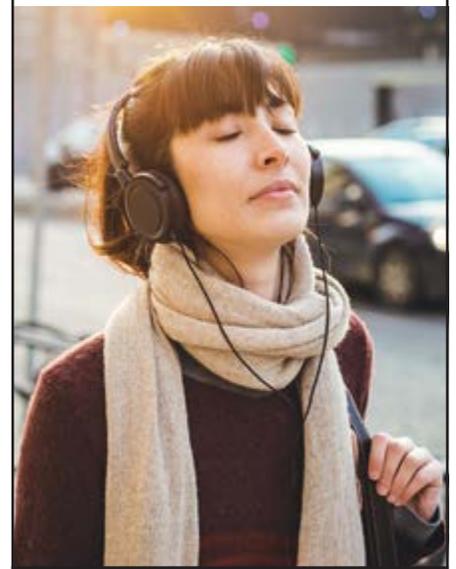
SoundCloud

A music and podcast streaming platform
soundcloud.com



Spotify

Access to millions of songs across genres
spotify.com



100 Issues of Business Partners

Since its establishment in 1932, the American-Hellenic Chamber of Commerce has worked diligently to promote financial and business relations and facilitate trade between Greece and the United States. And for the past 17 years, *Business Partners* magazine, today celebrating its 100th issue, has been an invaluable tool in accomplishing this mission.

Through a corporate membership of some 1,000 major Greek enterprises and American companies doing business in Greece and through the organization of top-quality events, exhibitions, fora, seminars and networking events, as well as its top-notch publications, AmCham is an active and autonomous forum for the exchange of ideas on business and commercial matters. Constantly upgrading and updating its tools, it tirelessly works to promote the increase in trade and the further development of Greek-American economic and business relations, and to keep the American business community in Greece up to

date with the latest news developments relating to the economic environment and business practices of the host country. By representing the American business community as well as key government departments and agencies, AmCham also supports importers and investors in both countries and assists Greek businesspeople to create partnerships with American companies.



Chamber publications are the primary interface tools of AmCham, and *Business Partners* magazine is its flagship medium; it is distributed to all Chamber members, the local and international business community, diplomats and government officials, as well as to subscribers in Greece to the *International New York Times*.

As the only premium B2B English-language journal detailing both the business environment in Greece and commercial relations between Greece and the U.S., *Business Partners* covers all aspects of business cooperation of Greek-American business, interviews prominent figures who influence trade and investment between the two countries, and reports on current investment opportunities.

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