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Logistics as a growth enabler for the Greek economy

Christodoulou-Chasapis Michail

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Student Name	Christodoulou-Chasapis Michail
ID	1106180037
Supervisor:	Prof. Maria Drakaki (m.drakaki@gmail.com)

I hereby declare that the work submitted is mine and that where I have made use of another's work, I have attributed the source(s) according to the Regulations set in the Student's Handbook.

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Abstract

The current presentation was written as part of the MSc in Strategic Product Design at the International Hellenic University. The dissertation topic was chosen due to the fact that I am working on the Logistics field in a Greek Company the last 3 years. Working on daily basis in most applications of logistics, in conjunction with my undergraduate studies at the University of Thessaly, Department of Economics, I believe that the logistics sector is one of the most important sectors of the Greek economy for the development of industry and manufacturing.

The main goal of this research, named "Logistics as a Growth enabler for the Greek Economy" is to present the detailed explanation of the Greek logistic sector and to analyze how this sector could benefit the economic growth of Greece in different fields. Furthermore, the research examines how the Greek Logistics could attract new investors in Greece and if its possible to support fields of the economy, like food and drink sector using Logistics. The research of the dissertation is based on primary and secondary data. The first one arise from interviews, which took place from five people who work in the Logistics field while the second one concluded results from books, scientific journals or any other previous academic literature review related to the topic.

Keywords

Global Logistics Infrastructure, Industrial Trends, Academic Research and Industrial Knowhow, Greek Logistics, Greek infrastructure , Technology, ICT and Transport Infrastructure.

Christodoulou-Chasapis Michail
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Preface

"The amateurs discuss tactics:

The professionals discuss Logistics."

-Napoleon Bonaparte

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Introduction

The Logistics industry is the sector that manages all the international import and export trade of the country. The efficient operation of the Logistics industry, through rationalization of costs and improvement of the quality of the provided logistics services, is expected to play a leading role during the next few years, in increasing the market share of the industry. Also, the Logistics industry provides significant macro contributions to the national economy by creating additional employment, national income and foreign investment influx.

The geographical location of Greece is crucial for the promotion of international trade between Europe and the main economic blocks of the world, like China and Japan, and the Logistics sector attracts the investment interest of the strong trading nations in the global market.

The evolution of the concept and basic principles of logistics and supply chain is directly linked to industry and trade evolution. The concept of Logistics has its roots from the beginning of trade, substantially as exchanging goods (transfer or distribution) there is also a logistics support mechanism. The first small production of products appeared in antiquity and specifically in the field of cottage. Production was on a small scale for limited markets and work was either home or workshops. In these cases, the role of the supplier - distributor was taken by the trader who handed the materials at work and transferred the final product to the customer. With the second industrial revolution (1850-1880), which was characterized by significant innovations in transport and communications (rail, steamers, telegraph), economic activity was converted into a coordinated mass production and product distribution system. This enormous growth has prompted businesses to devise new methods and strategies to significantly reduce their production costs and increase their competitiveness. So the 1990s turned to the administration of the entire supply chain, i.e. the supply, production, transport and distribution circuit of products (Winkelhaus & Grosse, 2020).

Over the last decade we are following a rapid change in the business of operating business. The business environment is constantly changing, trade globalization combined with innovative advertising methods and product promotion such as the

Internet considered a modern distribution channel (E-Trade), gave theoretically inexhaustible growth opportunities.

In addition, competition makes it necessary to minimize product production and distribution costs, optimal use of critical production resources, stock reduction, more accurate demand forecast, reduce delivery times, as well as the ability to communicate accurate delivery date. A typical example is a modern farmer where it is no longer enough to have only good tomatoes, but it must be able to deliver the product to the right location at the right time at the lowest possible cost, without physically altered to choose the buyer (Gani, 2017).

Scope, Aims and Objectives

The aim of this thesis is to gather information and discover the actions that must be accomplished in order for the Logistics sector to grow and hence make a larger contribution to the Greek economy.

The dissertation will include and analyze information about the logistics sector and also for the Greek economy. The contribution of Logistics to the reduction of the cost of imports and exports of products will be analyzed, which implies the increase of their participation in the GDP of the country.

The dissertation will consider a range of research questions:

1. How can the logistics sector strengthen the economic growth of Greece?
 - 1a. How can we attract new private sector investors?
 - 1b. How can Logistics benefit the key sectors of the Greek economy like the food and drink sector?
2. How can advanced technology change the future of Logistics?
3. How can we develop and make better use of the Greek infrastructure (Railways, Ports, Roads etc.) to help the growth of the Logistics sector?

In order to collect the sample and the data required to transact the research, I decided to interview 8 people from the 'MOTOWAY' company who have many years of experience in the field of Logistics. The interviews will be conducted either face to face or by telephone and the duration of each interview will be around 15-20 minutes and it will be recorded. After the collection of the data, a content analysis will be performed and interpret.

The dissertation presents the changes that need to be made so that logistics can help the growth of the Greek economy. More specifically, I will investigate which processes could approach investors from all over the world to invest in Greece as well as how Greece could enhance exports and imports by reducing cost (transportation cost, Inventory carrying cost, labor cost and customer service cost) and increasing the speed of delivery.

Literature and State of the Art Review

The Logistics Sector is one of the most neuralgic areas of the Greek economy for the development of industry and processing. The geographical location of the country is key to promoting international trade and the Logistics sector attracts the investment interest of strong commercial forces on the world market. It offers storage and distribution services to domestic manufacturing and commercial enterprises, while the rapid improvement of Piraeus port infrastructures and (shortly) of Thessaloniki significantly upgrades the country's transit role in international freight flows. The Logistics industry produces about 6% of the country's GDP, which rises to 9.5%, including Logistics' own services provided internally by many commercial and manufacturing operations. It gives a job to 4.7% of employees (~ 200 mm). Also, in relation to the average economy, the industry, on the one hand, creates greater gross added value per employee, and, on the other hand, is recovering rapidly in terms of employment and wages. It is also the industry that manages all international introductory and export trade in the country, and transports the Greek name to global markets (Tijan et al., 2019).

Effective operation of the industry, by rationalizing the cost and improvement of the quality of Logistics, is expected to play a leading role in the next years, in increasing industry share to 12% of GDP, the intended extrovert reorientation of the Greek economy, and in the introduction of Greek internationally marketed products as reliable inflows to international value chains. However, the country's freight infrastructure on regional road axes, rail networks, regional ports and freight nodes (local and national) is particularly slow. And this happens more where processes are involved in the gears of state bureaucracy. These rhythms are no longer compatible with the involved in the international economy, and must be accelerated, if Greece is to grow faster than 2% of official forecasts. Over the last 10 years, large changes in the industry have occurred. With the decisive intervention by BSE and the Greek Logistics (EKL), the industry may be the only one in Greece that has a national development plan approved and updated by two successive governments. With policy proposals that the BSE continuously promotes in public administration, the industry now has a very modern regulatory framework. This

contributes significantly to the rationalization of operating costs (Pournader et al., 2020).

Also, with the concession and private ports and airports, as well as rail services, the exploitation of the comparative advantages of the industry proceeds quickly. However, a public administration that facilitates private investors to develop even more value-added services to achieve the objective of creating a transit node in Greece. Fast-track procedures for investment in freight nodes as well as alignment of building and licensing conditions for all storage and distribution centers (CAD) with the corresponding European competition. The terms given in Thriasios are necessary to extend to all CSDs if we want the industry to stand towards European competition. Indicatively, the CSF building volumes in Greece remain around 30% more illegal than European competition, and only to give 35% of the available space in Thriasios took 11 notices, 3 competitions and about 12 years. In contrast, Spain within five years put Plaza Logistics Park in eight cap markets. Such time delays are not, however, accepted in the private economy (Kayikci, 2018).

FraPort, which is a private airport exploitation investment, also passed from 40 waves before it is made. And we are all witnesses of the alerts in the investment of the former Athens airport in Greek. There is, therefore, there is an urgent need for public administration to create a special or general logistics chain secretariat at the Ministry of Development, which will deal exclusively and horizontally with the implementation of the strategy developed by the Logistics Council, that is to say all the actions and policies that It is necessary for the further development of the industry, increase investment and employment (Hopkins & Hawking, 2018).

Logistics and Supply Chain

Supply chain management (SCM) is a key element of business efficiency. It can be implemented so that the business can satisfy the customer and also lead to its success. However, it also applies to other sectors of society, such as medical missions, emergencies, etc. and contribute to improving the quality of life. Due to the vital role it

plays within organizations, employers are looking for employees who have the necessary skills and knowledge on the subject of the supply chain.

Supply chain management is vital for business for the following reasons:

1. Supply chain management is essential for building infrastructure within societies in general
2. Clearly, the impact it has on businesses is significant and two of the main ways it affects businesses include: (Lieb & Bentz, 2005a)
 - Enhances Customer Service. Affects customer service, ensuring products are delivered to the customer on time. Customers should also receive quality service after sales
 - Improves the use of company assets. The executives of supply chain reduce the use of large fixed assets, such as warehouses and transport vehicles in the supply chain. Also, the company's cash flows increase, due to the faster delivery of products, and this result for collecting faster the debts of customers from the company

Typically, a service or product company is considered the first part of the supply chain, the customer (or customers) the second part and then a third part is a company which hired to do what the other two parties do not want to do. A third logistics provider is a company that provides outsourced logistics services to companies for part or all of their supply chain management functions. 3PL company typically specializes in comprehensive storage and transportation services that are adapting to customer needs based on market's conditions and needs of demand for their products (Skjoett-Larson, 2000).

Supply chain requirements have led to a greater need for a more sophisticated role of 3PL providers. They have evolved from the simple provision of logistics services to main players in supply chains, creating and maintaining a competitive advantage. Within this framework, the third logistics provider (3PL) has a vital role to play in the supply chain. A 3PL provides multiple logistics services, which are completed or grouped by the provider. Among the services provided by 3PL are transportation, storage, management of inventories, packaging and delivery of products (Kim, 2009).

The growing needs for logistics services raises the strategic role of 3PL companies. 3PL providers allow businesses to succeed reduction of operating costs and the same time to increase income in new and existing markets, as they offer an opportunity to companies in order to increase their market value, by reducing asset ownership, which translates into higher performance for shareholder investments (Robertson et al., 2002).

Also, 3PL providers carrying over their expertise in logistics management combing technology and systems. Dependence on 3PL providers contribute to employees of company focus on their core abilities, do more than they can and not busy with what can be done better than 3PL providers (Parhizgari & Gilbert, 2004).

It has been noticed by many researchers that the supply chain is not efficient unless logistics companies measure and monitor the company's performance as a flow of operations rather than individual activities (Robertson et al., 2002). The best performance of the business results from the complete evaluation of information and the flow of resources. According to the literature of supply chain, there is still a large gap in terms of operational and intercompany measures taken in a business (Sachan & Datta, 2005).

These gaps are supported by outsourcing activities to a 3PL provider and focus on evaluating of providing services, such as transportation and storage. The need to differentiation the proposed services, pushed managers to seek quantitative performance results. Therefore, there is a need to control the fluctuations that occur across the region of "effective agents", as well as the integration of supply chain management and logistics management (Jharkharia & Shankar, 2007).

Review of the term Logistics

A supply chain is the network of suppliers, distributors and subcontractors used by a manufacturer to supply its raw materials, components and supplies. Logistics companies store, transport and distribute supplies and services in progress in the supply chain and distribute finished products to customers or intermediaries. Supply chain integration and logistics processes improve efficiency and at the same time reduce

costs, increasing the manufacturer's competitive advances. Logistics depends on a high level of quality management within the supply chain in order to be efficient. Logistics managers are responsible for purchasing goods and ensuring that they are properly transported to their destinations. Logistics managers are relying on advanced information systems to manage and monitor materials, from when they are first manufactured in the factory to when they are sold in retail stores (Fabel et al., 2013).

Logistics Manager is responsible for the organization and warehouse management overseeing all logistics operations chain, stocks, transportation and still customer's service. At the same time, coordinates and manages the entire Logistics department and concludes agreements with both customers as well as suppliers of the company. Also, logistic manager uses technology systems (ERP, WMS, CRM, MRP) for optimizing processes and analysing statistical data in order to implements practices to increase productivity.

Strategic management focuses on creating the business relationship with its environment. The strategic measures aim at reviewing and modifying the internal organization of the company to achieve its goals. The main reason for the strategic measures are the frequent changes in the environment in which the company operates. Strategic management consists of three stages, which are very important for it' s implementation. These stages are interdependent, as the implementation of the strategy presupposes the existence of the analysis strategy (Mintzberg et al., 1998):

- ✓ Strategic analysis.
- ✓ Choice of strategy.
- ✓ Implementation of strategy.

Logistics Objectives

Logistics seeks to meet business goals at the lowest cost. With a few words, it seeks to be the "right product, in the right quantity and quality, to the right place at the right time, with the right (minimum possible) cost" (Govindan et al., 2018). From the above, it is clear that logistics must satisfy two criteria: one criterion is the quality of services provided throughout the chain with the final recipient consumers (customer satisfaction) and the second criterion is the low cost with which it achieves the quality of these services.

In other words, consumers need to find what they want (quality) when they want it (availability) and the price that is able to acquire it (feasible purchase price). This presupposes throughout the chain to satisfy the next node (customer) so that the ultimate client of the chain is finally met, i.e. households! To this end, as mentioned above, it is necessary to harmonize all those involved in the supply chain (producers, traders, etc.) for the benefit of households. In addition to the BCDA (Bases Conversion and Development Authority), the cost reduction goal is not only in economic figures, as well as to social and environmental costs (Lyu et al., 2019).

The individual logistics targets concern the following: High level of service with sound inventory management while inventory is necessary to serve customer needs, namely demand (Kain & Verma, 2018).

- Stock is created in all phases of the chain
- Stock of plants in factories
- Stock of finished products in storage centers, shops (shelves, warehouses), but even in households
- Stock in all phases of supply chain

High reserves lead to high costs, but on the other hand low increase the risk of deficiencies. However, it is possible to combine low stocks with high levels of service, subject to the application of timely and valid provisioning techniques but mainly effective feedback mechanism by suppliers, in other words of a reliable supply chain. Minimizing deviations from forecasts and uncertainties, the whole process of supplying

markets is based on forecasts. The stock must be pre-existing for demand, but real demand is unknown. Therefore, a provision of future demand for a specific future period is required, followed by an order to the supplier of this quantity to cover demand in this space. Receipt of the quantity creates the stock in the business. The smaller the provision deviations from actual demand, the more the quality customer service is enhanced, as a basic parameter is the availability of the products when the customer wants them. To this end, significant amounts of businesses are invested in tools and techniques that contribute to the best possible assessment of future demand, taking into account all relevant factors (competing products, promotions, historical data and consumption trends, etc.) (Casado-Vara et al., 2018).

Reducing uncertainty, as mentioned above, lies in the careful planning of a timely efficient response mechanism in the changing business environment through synergistic action of all stakeholders (suppliers, businesses, etc.) to enhance resistance to this. Control of quality services (consistency and reliability) Given the quality of the product from the production process, the effort is to ensure quality throughout the supply and supply of the markets. The fundamental parameters that document the quality of service are consistency in time and accuracy (minimization of errors), in terms of quantity, species, place of delivery, etc. In other words, mistakes essentially represent the discrepancies of customer expectations from the result of business actions. Therefore, it is necessary to control consistency with customers by monitoring performance daily to achieve quality services. In particular, because the quality issue has crucial importance for the performance of the business, the quality logistics elements are many and interconnected with each other. The main ones from these items are the following (Bag et al., 2020):

1. Availability: Availability refers to the ability of the business to always have quite available stocks to serve the needs of production and customers. In addition, the planning that will continuously ensure the requested quantities of products, the time when the market needs it. However, on the ground that the increase in availability entails a certain cost arises a "cost-effective cost" and analysis of "cost / benefit" to become a "excellent level of product availability".

2. Capacity: The capacity refers to the ability of the system to move, within the amount of time defined or the requested quantities produced. The capacity also refers to the speed of execution of orders and consistently, that is, in achieving this speed continuously on a daily basis.

3. Consistency: The third element of quality is consistency, for example the possibility for the system to deliver, continuously on a daily basis, system users, products requested in good condition without mistakes, properly labeled so that the user is confident that the products it receives is what ordered and indeed in the right state and quality.

Elements of Logistics

Logistics means the process of managing functions associated with the supply chain, so that there is a connection between design and coordination of material flow. With this treatment as an integrated system and not as a series of activities, it is achieved to upgrade the "Customer Service" sector at a lower cost, which, as we have mentioned is one of the individual business objectives.

These basic functions are:

- Storage
- Distribution
- Information

Before analyzing each of the above functions, the company should identify the strategy that will follow. This will shape the image of the company, the course and of course the success or failure (Grappi & Neilson, 2019).

A strategy defines all decisions that will design long-term abilities, skills and procedures, technologies, sources and tactics activities to create and deliver goods or services, as well as customer value creation. It is a business map, which shows that he wants to go and how he intends to get up to there, but he says how to lead or how to deal with all the obstacles that can meet on the road. These are covered by the executive program of the business plan. The strategy is equally important both in the

short and long term. It must guide through short-term micro-figures to the business objectives, with as much accuracy as possible. At the same time, it must be documented in such a way as to guide the executives to react to alternative scenarios (Matyushenko et al., 2019).

A logistics system can be designed by each business in a different way, depending on its needs and form. However, the operations to be carried out by the Logistics Department are purchases-supplies: This term refers to the acquisition of products (in any legitimate way) or third parties, suppliers from sources outside the enterprise which can be incorporated to the finished product. E.g. Raw materials, packaging materials and auxiliary materials, fuel, etc. The quantities of purchase are largely influenced by the customer service level set by the business. Also, prices are no longer the main criterion that sets out markets but requires cooperation, industry and buyers (Tavasszy, 2020).

Inventory: The importance of stocks for an enterprise is important because it contributes to the smooth and economic functioning of the production process. Businesses are invited to make stocks to be able to respond directly by serving demand. The investment required for stocks imposes attention to planning needs and inventory control. The objective of inventory management is twofold, on the one hand, the optimal level of stocks should be ensured, based on the request of demand and, on the other hand, should not be ensured through a reserve policy, the overall minimization of the logistics system.

Transfer: Finding the optimal mode of transport involves selecting the appropriate means of transport if these means will be proprietary or not if it is not what is the most appropriate means of transport. The length of time is due to the products to be delivered exactly when the customer desires - business without delay.

Storage: The storage process, like the previous four is very important. The need for storage and storage creation is to ensure the continuous flow of products, ensuring smooth flow and handling of products, from production to consumption. Warehouses are defined as areas small or large in which products are placed for storage. They are parties safe, both from the weather, as well as by thefts and other losses. The products

are kept in the warehouses until requested to be used in production, consumption and resale (Shi et al., 2019).

Distribution: Like the transportation, distribution refers to transport from the warehouses or facilities of a business to customers. Their difference lies in the fact that transfers refer to a few numbers in large quantities and a small number of customers, while distributions refer to multi-product movement in small quantities and a large number of customers. Technological developments allow both the easy communication of remote installations and the creation of databases that allow recording and control of stocks and distributions.

Information: Technological developments allow both the easy communication of remote installations and the creation of databases that allow recording and control of stocks and distributions.

The seven biggest changes in the supply chain

It has enough interest in seeing what are the seven biggest changes that have occurred in the supply chain (Bogale & Gizaw, 2021).

1. From the Vendor to the Customer (From Supplier -Centric to Customer Centric). The target of the supply chain design was cost reduction. Plus, given the competitive marketplace the goal is revised and is to achieve a high level of customer service. Therefore, a driving force is "agility" and not the cost.

2. From "PUSH" to "Pull". Closely linked to the above change, the idea of "push" to "pull" describes the trend that many companies that do not produce nothing if there has been no demand from the customer -demand Pull. To achieve a Pull system a prerequisite It is the "flexibility" of all resources of the supply chain as well as human resources.

3. From the "stock" in the "From Inventory Information" logistics and Supply Chain Management were predominantly motivated by predictions and not from the actual Demand Driven. Attention focus on Provided on a time horizon, the demand and basis thereof to "build" stock. As market conditions are unstable and constantly

changing accuracy in the provision becomes very difficult. The risk of more or less inventory than desired increases (Over Or Under Stocking) The challenge today is to achieve the Supply Chain of a Demand Driven System through better and most valid real demand information.

4. From conciliates in relations (from transactions to Relationships). It is commonly accepted that the road of a sustainable and stable profitability passes through long-term relationships with selected customers. Attention previously focused on the volumes and market share and the approach of companies were of this conciliation. Today, customer orientation and direct service is the success factor in the world of marketing. Therefore, there is a direct link between the customer service and marketing (customer retention).

5. From truck and warehousing management to a holistic management of the supply chain (END to END Pipeline Management). In the past, the concept and role of Logistics was associated with transportation and storage. Consequently, the attention of the administration was focused on cost reducing and improving the chain networks and resources. Although still mentioned above, there is no longer the consideration that Supply Chain Management is due to coordinate an end-to-end pipeline (Pal & Kant, 2018).

6. From the Functional Departments to Processes. The classic structure of an organization traditionally is vertical with many levels of hierarchy in decision-making. Given the challenges of today's times, the ability of organizations is imperative to respond directly to the ever-changing market needs. Consequently, emphasis should be placed on the basic procedures that generate value for customers. These procedures are mainly interdisciplinary and market-facing. Next chapter will analyze the importance of interdepartmental cooperation.

7. From "Loneliness" to competition in a "enemy" network, the classic business model highlights that success or failure is due to the abilities and resources of the company itself. However, as the outsourcing trend has increased, the finding that the competitive means is no longer the company itself but Supply Chain whose company is a member. Companies that will be the most successful in the era of a competition

network (Competition Network) will be those that can best make use of the resources and abilities of partners along the network.

Logistics in Greece

Describing Greek reality, one could say that it is characterized by a lack of legal framework, education, infrastructure, strategy and knowledge about logistics science. As the President of the Thessaloniki Annex to Hellenic Society of Logistics Panagiotis Katitidis said, during a press conference, in view of the International Transport and Logistics Exhibition, which was organized in Thessaloniki, "Logistics is still in infant age, while in other countries, such as, for example, In Sweden, Logistics are at the third age. " Logistics in Greece came too late and to cost the concept of integrated logistics delayed too much, as many modern science and trends. The effort began as in other countries from the armed forces, since in these the concept of supporting arsenic systems is necessarily mandatory, since the cost element does not play an important role, at least yet. The elements that shaped the rise and ejection scene upwards of logistics science and professional applications were the following (Folinas et al., 2018):

The invasion of Greece of the large multinational giants, in which the organizational charts were positioned with Logistics activities and functions. Expansion - "Globe" would be said - of Greek businesses, which were forced to implement Logistics authorities and procedures. The emergence and activation of non-profit-making companies aimed at developing and disseminating logistics and business applications (Drakaki et al., 2017).

The emergence of computer companies that developed integrated logistics systems. In surprise of pessimists, an important piece of lost ground was won, although huge jumps contributed to some ataxia, which in some cases touched the boundaries of the skill. Ultimately, today we believe that Logistics is now known. They almost everybody knows that the concept of logistics has to do with the entire supply chain (as scope), from producer to final consumer. With regard to the role of the State, the legal and regulatory framework is generally needed to modernize. The creation of a General Secretariat Logistics has created another bureaucratic link in an already sub

governmental government system. On the other hand, the creation of an Greek investment in the supply chain investment (in the Dutch Standard), co-funded by government and stakeholders, is necessary for the design and attracting such investments in our country. In recent years there are government interventions support for investment effort in the Logistics sector. These belong to two main categories: 1. Investment aid in the form of the various development laws and financial programs (investment law 3908/11 for 2013 The filing of applications for the assessment cycle will be completed on 28 June 2013) and 2 . Aid for infrastructure creation such as Berate, BIOPO. The assessment of these interventions is historically and on the substance a very large issue, on the basis of the impact on the creation of sustainable industries, market support and consequently the impact on employment and local and national development (Zevgolis et al., 2004).

In our country, the main part of Logistics attention has been given to inventory control and recently in urban distribution products with trucks of different sizes. Since 1993 has become great and the importance of private warehouses that spring like mushrooms in the area of Thriasio Field. Corresponding efforts are also made for the long transport, especially on the Axis of Athens - Thessaloniki, where demand is great and increasing increasingly. At the same time, however, the corresponding problems are increasing: the increase in the volume of freight transports in the country. Despite the development of road infrastructure within the framework of the European Union's financial vehicles creates serious functional and environmental problems. One example is transportation by trucks covering 20-35% of the total traffic volume on most roads, contributing to the volume of vehicles, the limits to maximum speeds, etc.) in the creation of traffic bottleneck. At the same time, trucks contribute negatively to the burden on the environment due to pollutants and noise causing.

The future of Logistics will depend on (Ketikidis et al., 2008):

- Infrastructure in education at all levels and the development and operation of quality programs covering all Logistics' manifestations at as many universities as possible, in order to have the relevant competition that leads to improving quality improvement.

- The existence of entrepreneurs with a vision that will be able to perceive the advantages of logistics and integrated - and not fragmentary - applications.
- Acceptance of the need to implement Logistics to governmental and other organizations in the wider public sector.
- Developing Logistics Information Systems by Greek companies that will put pressure on their implementation in the business community.

Greece-Logistics and Infrastructures

With a strong point, ports and maritime connections, Greece claims a reinforced role in the supply chain of the wider N.A. Area, having carried out important steps in recent years, mainly thanks to private investment in Piraeus and Thessaloniki. A weaker link to the chain appears on the rail network, and significant investments are needed in regional ports in order to further enhance the country's location as a Logistics node (Vlachos & Dimitropoulos, 2006).

According to the EYE research, "Greece: International Freight Center", the possibility of the country is the maritime logistics chain. Piraeus is one of the fastest growing ports in Europe and was the largest commercial port in the Mediterranean, as well as the fourth largest on European continent, based on the total number of TEUS, for 2019 and 2020, despite unfavorable impact of the pandemic in world trade. Significant investments are in progress in the port of Thessaloniki, the main port of entry for Northern Greece and international logistics node for the Balkan countries, after its privatization in 2018.

Interest is now displaced to the regional ports of the country in a privatization process, such as those in Alexandroupolis and Igoumenitsa. Overall, more than 25 major commercial ports are currently operating in Greece, five of which have been recognized by the European Union as ports of strategic interest and basic sea levels of the Orient / East-MED corridor (OEM).

The functioning of the maritime supply chain supports the country's national road network, which has been significantly upgraded in recent years, with the

completion of major concession projects, and more than 2,145 kilometers of modern motorways.

The opposite is the rail network. In recent years, almost exclusively on the basic railway axis of Athens-Thessaloniki are observed. The projects that will make it possible for this route in less than four hours are expected to be completed at the end of 2022 and will strengthen the role of the railway. However, the network connection with the ports and northern borders of the country is still pending, while the maintenance and upstream of the existing network is crucial. In this context, projects, a total amount of more than EUR 3 billion, which planned by PROPOSE in the coming years, are crucial, but also the PPP project planning to promptly launch OSE for the maintenance of the rail network.

The survey also refers to the development of air transport at Greek airports in recent years. A characteristic is that, despite the big fall in passenger traffic due to the pandemic, Athens International Airport has retained its dynamics in freight routes. The prospects are reinforced by the upgrading of the 14 regional airports in the country, recently completed, and the construction of the new airport in Kastelli, Crete. It is noted that Air cargo accounts for about 35% of the country's international trade in value, but only 1% of weight.

The Greek Logistics 3PL Service Market in Greece faced significant challenges as a direct result of the serious recession of the Greek economy since 2009. Despite its recovery after 2014, the market has not yet managed to recover the pre-economic crisis, The turnover of Greek companies to record a cumulative annual growth rate (CAGR) -2,06% between 2008 and 2019 (but with + 3,55% CAGR after 2014). The shrinking consumption and production, coupled with the slow development of international trade, has a lot of pressure on Greek manufacturers and traders to reduce their costs without reducing performance and service levels. However, they have become more positive as to the award of basic supply chain functions to third parties, allowing reliable 3PPPs investing in service quality and innovation to expand their market share and improve their performance. The Greek 3PL market increased by 4.6% in 2019 and is expected to increase with an average annual rate of 2.8% in the medium term (by 2023) (Trivellas et al., 2019).

The most important logistics markets have been developed around Athens and Thessaloniki and closely linked to the country's main maritime interface: the ports of

Piraeus and Thessaloniki. According to the EV, the construction of the new freight and logistics center in Thriasios Field, near Piraeus, will greatly enhance the hinterland infrastructure of the harbor, while it will also facilitate the potential development of new features and services added value. In its full form, Thriasios will be one of the largest terrestrial ports of Southeastern Europe (Gogas et al., 2014).

In addition, the freight center projected to develop in the former military camp in Thessaloniki, which is currently at a preliminary feasibility study, is expected to strengthen the storage capacity of the port terminal and significantly enhance its capabilities. The progress made by the supply chain industry has also leads to the development of supply chain entrepreneurs in the country, with the first two major investments to be held in the Industrial Zone of Evinofies and Igoumenitsa (Vlachos & Dimitropoulos, 2006).

Methodology

In this chapter we will try to describe and justify our methodological choices. The election of any empirical method is dictated by the nature of the investigated problem and ensures the level of understanding of the phenomenon. According to Denzin and Lincoln (2005 p. 3) "Qualitative research is placed as an activity that raises the observer in the world. It consists of a set of interpretations and practices that make the world visible. These practices transform the world and turn it into a series of representations containing notes from the field, interviews, discussions, photos, recorders. At this level, qualitative research implies as an interpretative and naturalistic approach to the world. " Researchers who choose a qualitative methodology emphasize the way social reality is manufactured in the relationship between the researcher with what he studies in the occasional obstacles that shape research.

Qualitative methodology is chosen when the aim of the study is to investigate views, personal beliefs, beliefs owned by people who are researched and when the way the social experience and meanings that accompany it (Denzin & Lincol, 2005). In this investigation, the quality methodology was chosen to study the phenomenon due to the

possibility to provide detailed and in-depth analysis of workers' views for the logistics Sector in the Greek economy.

The sample

In this section we will try to present the sample that took part in the survey as well as our sampling choices. In our survey, 5 respondents aged 27 to 44 years took part. Their specialty: Network Administrator, Credit Control Office, Logistics Assistant, Trainee Chartered Accountant and Logistics warehouse supervisor.

All of them are working on the MOTOWAY company and have direct relation with the Logistics. The years of interviewees' experience ranged from 1 to 18 years. With regard to special qualifications for this position, CCNA Certificate, Master's at Business Management, Master's Degree in Business Administration, Professional Certification - Master's Degree and Mechanical Vehicle Technology.

Sampling in quality research differs in quantitative due to the different shooting of the two types of research. The quantitative methodology because it aims to generalize the results is based on the randomness of the sample (Iosifidis, 2008). On the other hand, sampling in qualitative research is advisable and concerns a small number of people to enable the researcher to collect the information that enables him to deepen the ways in which people who study perceive the phenomenon under study without wanting to generalize the Its results (Patton, 2001). The sampling methodology followed in choosing the participants in the survey was the "Avalanche or Chain Method" (Patton, 2001 p. 169). This method is a common practice in qualitative research and is usually used when participants need to have some specific features. The procedure followed in this kind of sampling is the participants to help the researcher identify other people who can take part in the investigation by paying the criteria set by research questions under investigation (Iosifidis, 2008).

Interview

The research interview is set by Cohen et al. (2000) As "the discussion of two persons, which starts by the intervener, with a specific purpose of acquiring information on information and focuses on it in content defined by the research objectives with a systematic description, forecast or interpretation." Using the interview technique, the researcher organizes a relationship of oral communication between two persons, allowing him to collect information from the interviewee. Focusing in the kind of information that the researcher can collect, the quality interview offers the opportunity to the interviewer even if they are discussing each time the same issue, to collect both opposite and supplementary information (Seale et al., 2003). This is because through the interview, the researcher has the opportunity to enter the information that is "in the head of a man" (Cohen et al., 2000). It is achieved, through this research tool, the collection of information that may concern either knowledge, values and preferences, or attitudes and beliefs of the person who is the focus of research interest. However, the interview is not just a neutral conversation during which someone asks someone else answers. Individuals involved in the process through interaction and through collective effort are led to the creation of what we are interviewing (Denzin & Lincoln, 2011). The new approach to the interview, the identity of an interview is opposed to the optician that the interviewer is the "clockwork orange" that we will flip to acquire its juices. On the contrary, the new identifying approaches of the interview are differentiated, having a more moral attitude towards the interviewer. Thus, a criminal and interviewer are converted into colleagues in the study hoping for the results to be able to advocate and improve the circumstances of the interviewee. Therefore, the interview can be a highly effective way to collect a spectrum of interpretative repertoire available to the participant (Richardson, 1996). Iosifidis (2008) states that "may be the most widespread method of producing quality material and information collection". As highlighted (Denzin & Lincoln, 2011) we are part of a "interview society" (Interview Society). The interview elicits interpretations for the world we live, which is also the same subject of interpretation. However, it is not so much an interpretation of the world as much as it is in an interpretative relationship with the world that creates. The live data of our interview seduce and absorb us as we are given the opportunity to understand

experiences and to reconstruct events that we did not participate in. We are drifting from the data, considering that the world they present is real, but there is no authentic reality. There are only reality interpretations and returns (Denzin & Lincoln, 2011). The interviews carried out were structured. Each respondent responded to a particular order of questions.

Results**CAN LOGISTICS CONTRIBUTE ON GROWTH OF GREEK ECONOMY?**

In the question: "Do you think that it will be profit to have any other special qualification", three respondents specifically answered: "Yes it will be something like IoT certificate or CCNP also with additional qualifications and specifications are always a total profit, both for the professional development of the employee and the productivity of the company". The fifth respondent answer that an MBA or a masters degree in Logistics and Supply chain will give a competitive advantage. In the next question "Do you think that an effective administration on logistics sector will give an advantage to Greek companies"? the first respondent said «I am not aware of this», the second claimed "Companies must fulfill customer requirements. A satisfied customer is key for the comprehensive success of logistics management. Without the effective logistics management that is not possible". The third answered "Yes, because it will increase their competitiveness and also their market share. High quality Logistics in addition with the communication infrastructure will benefit Greek companies" and the fifth "a safe and effective management will benefit the development of a company and will help reach new customers or markets". The following was: "How can the logistics sector strengthen the economic growth of Greece?" respondents agree that it is possible through the cooperation with international companies and by establishing smart collaborations with new markets, because it will increase their competitiveness. The fifth respondent typically reports that the economic growth of Greece could benefit by creating new work positions with investments and automatic trade instruction.

The next inquiry was: "How can we attract new private sector investors"? Bureaucracy seems to be an important issue in the country, because the respondents agreed that: "By reducing bureaucracy for creating new companies and stabilizing the Greek economy new investors is possible to develop more businesses in Greece". First of all, the country should improve infrastructure and secondly, labor laws should be more flexible. The effective supply chain management can give comparative to the Greek economy as the companies that implement it present better organization and increase the possibilities of development and investment. We should also expend the

ports of the country and maybe to denationalize some parts of our ports. Investment tax change in the country could attract new businesses.

In the question "How can Logistics benefit the key sectors of the Greek economy like the food and drink sector?" the majority responds that food and drink sector could benefit "through the optimization of transport, storage and distribution with the biggest security possible especially in the transportation". A representative example is the catering sector, because it manages sensitive products (short expiration date, etc.) and for this reason, must pay particular attention to the proper management of the supply chain. Moreover, proper Logistics' implementation will help businesses reduce costs and increase the usefulness of their raw materials. Also, we should take advantage of the position of our country geopolitics in order to be a country of instruction and trade station to Balkans and Europe.

In the question "Do you think that professional on logistics are characterized by lack of specialization on this sector" the following answers were provided: "there are not so many employees with this specific knowledge but the old professionals in the industry they have acquired skills on practical level, because of their experience, although the young ones have more specialized studies on this sector". In general, there are qualified executive employers but mainly in the largest companies while there is a shortage in small and medium-sized companies. Also, there is always a range of improvement through continuous education.

Following, one of the questions concerns if "Is it necessary for Greek companies to provide educational programs for their employees" on which, all respondents agree that the more the employees are trained and well educated, the best for the well-being of the company. It's actually vital, not just necessary because in this case, employees will perform better and produce more. Also, training will cause standardization of the work processes and consequently higher quality. Supervision and wastage will be reduced. Workforce should be trained according to international standards and the needs of each company. It is a basic condition that education should be continued in new tactics and methods. Last, for the first part of this survey we investigate if "Is it necessary for Greek companies to recruit staff for logistics sector nowadays" and the following were expressed: "yes, the reason is that large companies do not have department of logistics

and that holds back the growth of the company". Another statement was "sure, but depending on the nature of the products of each company". The recruitment of qualified staff with specialized knowledge and studies in logistics is obviously considered necessary. Moreover, they should invest in the academic formation of the person who does not have relational certifications in order to connect the experience with theory but it is not required to be replacement of the labor force.

Question	Answers
<p>"Do you think that it will be profit to have any other special qualification"?</p>	<ul style="list-style-type: none"> -IoT Certificate -CCNP -Additional qualifications raise professional development of the employee and the productivity of the company -MBA or a masters degree in Logistics and supply chain
<p>"Do you think that an effective administration on logistics sector will give an advantage to Greek companies"?</p>	<ul style="list-style-type: none"> -I am not aware of this -Fulfill customer requirements -Yes, it will increase their competitiveness and also their market share -High quality Logistics in addition with the communication infrastructure -Safe and effective management will benefit the development and will help reach new customers or markets
<p>"How can the logistics sector strengthen the economic growth of Greece"?</p>	<ul style="list-style-type: none"> -Cooperation with international companies -Establishing smart collaborations with new markets -Increase their competitiveness -New work positions with investments and automatic trade instruction
<p>"How can we attract new private sector investors"?</p>	<ul style="list-style-type: none"> -Reducing bureaucracy for creating new companies -Improve our infrastructure -Labor laws should be more flexible -Through effective supply chain management, which provides better company organization -Expand the ports of the country -Denationalize some parts of our ports -Tax change for investments
<p>"How can Logistics benefit the key sectors of the Greek economy like the food and drink sector"?</p>	<ul style="list-style-type: none"> -Optimization of transport, storage and distribution. -The catering sector + management of the supply chain -Proper implementation will help businesses reduce costs and increase the usefulness of their raw materials -Take advantage the position of Greece, a country of instruction and trade station to Balkans and Europe
<p>"Do you think that professional on logistics are characterized by lack of specialization on this sector"?</p>	<ul style="list-style-type: none"> -Lack of employees with this specific knowledge -Qualified executive employers but mainly in the largest companies

	<ul style="list-style-type: none"> -Professionals in the industry have acquired skills on practical level, because of their experience -Improvement through continuous education
"Is it necessary for Greek companies to provide educational programs for their employees"?	<ul style="list-style-type: none"> -Employees are trained and well educated the best for the well-being of the company -Employees will perform better and produce more -Standardization of the work processes and consequently higher quality -Supervision and wastage will be reduced -Workforce should be trained according to international standards and the needs of each company.
"Is it necessary for Greek companies to recruit staff for logistics sector nowadays"?	<ul style="list-style-type: none"> - Companies do not have department of logistics - hold back the growth of the company -Depending on the nature of the products of each company - The recruitment of qualified staff with specialized knowledge and studies in logistics -Invest in the academic formation to connect the experience with theory

LOGISTICS SHOULD KEEP PACE WITH TECHNOLOGY?

The second part of this research concerns the following questions about Logistics and their relationship with technology. In the question "How can advanced technology change the future of Logistics" the following were stated: "they can automate many procedures, by minimizing costs and errors through smart and innovative solutions. "Yes by helping the more secure and accurately transport of goods. The evolution of technology gives new tools and machines like VLM systems or ERP software (Enterprise Resource Planning) that will help the logistics sector to develop. The use of new technologies in vehicles like clarks or pallet movers helps to reduce working time and increase efficiency. Moreover, the use of central storage management programmes and the use of automatics results the procedures and increases the production." Next question is: "Is the application of technology on Greek companies a factor in order to attract new private sector investors"? Interviewees agree that yes it is and is one of the most important and main element in order to attract new investors. Also obviously, when companies have the ability to align themselves with new technologies and with new global market trends, they become more attractive to new investors. Of course

technology plays a noteworthy role to attract new investors. In Greece there are still many opportunities for improvement especially in the automation industry." In the question "Do you think that employees on logistics show interest to learn about new technological developments on their sector"? Most report that yes especially in recent years, while two interviewees think it is necessary to show interest otherwise they will not be able to manage all the new tools that technology provides. Knowledge will always be a motivation for employees especially when salary and their job duties depend on that. Last response was that companies should drive their employees to this direction through seminars, specialization on the job field. In the question "Do Greek companies encourage their employees to participate on technology programmes about logistics"? only two respondents said that it is true that Greek companies do not incentivize workers, such as work permit in order to attend seminars etc. They therefore make it difficult for officials to participate in such seminars by increasing their work duties and working hours. It is true that only a small percentage of the Greek companies invest in education of the employers while most usually prefer to hire high qualified stuff. In the question "Do you think that Greek companies have the necessary technological equipment in order employees on logistics sector to perform duties with the best efficiency" respondents mainly agree that "Greek companies do not always have the most advanced technological equipment or the most up-to-date software programs. Technological equipment should be improved but in order this to be done, the companies need to invest and motivation should be given (e.g. tax reduction and subsidies for equipment)". One respondent stated: "I think not but in a few years they will be obligated to do it by the law." Finally to the question: "How can technology contribute to develop and make better use of the Greek infrastructure (Railways, Ports, Roads etc.) to help the growth of the logistics sector" respondents replied that technological equipment can automate many procedures, it could help in security and more developed infrastructure so that logistics could perform better their procedures. 5g is a really interesting example of how technology can make better use of infrastructure. All the processes will become faster, more reliable and safer. Also, technology can provide many solutions to the country's permanent problems. Reducing the bureaucratic procedures required. Technology also provides better materials, better

technological equipment, better and more efficient organization of logistics procedures. Last but not least, the trade and the management of transport and distribution of products is in accordance with technology. Better transports are the safest and fastest transports. The aim of transportation is to reduce the time of transport of the products but with security and is one of the key branches playing a crucial role in the development of economy. Reliable and properly organized transport services are required for a professional performance of industry, construction and agriculture.

Question	Answers
<p>"How can advanced technology change the future of Logistics"?</p>	<ul style="list-style-type: none"> -Automate many procedures -Minimizing costs and errors through smart and innovative solutions -Helping the more secure and accurately transport of goods -New tools (VLM, Clarks etc) -The use of new technologies helps to reduce working time and increase efficiency -Increase the production
<p>"Is the application of technology on Greek companies a factor in order to attract new private sector investors"?</p>	<ul style="list-style-type: none"> -Technology is essential element -Companies can align themselves with new technologies and new global market trends -Many opportunities for improvement especially in the automation industry
<p>"Do you think that employees on logistics show interest to learn about new technological developments on their sector"?</p>	<ul style="list-style-type: none"> -Yes especially in recent years. -Necessarily to show interest, otherwise they couldn't manage the new tools that technology provides -Knowledge is a motivation for employees when salary and their job duties depend on that -Through seminars and specialization
<p>"Do Greek companies encourage their employees to participate on technology programmes about logistics"?</p>	<ul style="list-style-type: none"> -Greek companies do not incentivize workers/ work permit in order to attend seminars etc. -Make it difficult for officials to participate in such seminars by increasing their work duties and working hours -Greek companies lack to invest in education of the employers -Usually prefer to hire high qualified stuff
<p>"Do you think that Greek companies have the necessary technological equipment in order employees on logistics sector to perform duties with the best efficiency"?</p>	<ul style="list-style-type: none"> -Greek companies do not have the most advanced technological equipment or the most up-to-date software programs -Improve Technological equipment -Investments should be done and motivation should be given -In a few years they will be obligated to do it by the law
<p>"How can technology contribute to develop and make better use of the Greek infrastructure (Railways, Ports, Roads etc.) to help the growth of the logistics sector"?</p>	<ul style="list-style-type: none"> -Technological equipment / help in security and more developed infrastructure -Through 5G, all the processes will become faster, more reliable and safer -Reducing the bureaucratic procedures required -The trade and the management of transport and distribution of products is in accordance with technology

Conclusions

It follows from the present study and attempting to answer the research questions arise as follows: The supply chain sector is internationally characterized by increasing its services, but at the same time reducing its turnover due to a reduction in unit fees. The logistics chain market is fragmented and large in turnover companies operate with low profit margins. Obstacles to the entrance of new entrants have become particularly high, as much cost (technology and systems is required) and resources for market penetration and increasing competitiveness, while the rate of vitalization of supply chain companies is high (number of services offered). At the same time, international companies use various strategies both to increase their competitiveness and reduce their costs and their harmonization with the institutional framework, redesigning their operating model by investing in modern technologies and systems by applying "green logistics chain" and educating, on a continuous basis, their executives. In Greece, the supply chain domain is characterized by the low degree of business extrovert and the need to increase the service level. At the same time, the economic crisis and recession, except in size, has affected profitability and by extension the efficiency of sector businesses. The rate of competitive businesses in the field, as well as their resistance to the economic recession, is small compared to international benchmarks.

With regard to attracting new private investors this can be possible through cooperation with international companies, but also creating smart partnerships with new markets. Logistics can also benefit the key areas of the Greek economy, such as the food and beverage sector. First of all, infrastructure should be improved and, secondly, labor laws should be more flexible, through the optimization of transport, storage and distribution, stabilizing the Greek economy, giving tax and financial incentives to new investors and creating a frame with less bureaucracy. The catering sector is mainly because it manages sensitive products (short expiry date, etc.) should pay particular attention to proper logistics chain management. The right application will help businesses reduce costs and increase the usefulness of their raw materials.

Advanced technology in turn changes the future of logistics as many processes can automate, minimizing costs and mistakes through smart and innovative solutions. The evolution of technology gives new tools to help the logistics sector develop. The use of new technologies contributes to reducing working time and increasing efficiency. In addition, the use of concentric storage management programs and the use of automation lead to processes and increases production.

Finally, with regard to Greek infrastructure, according to the recommendation of the competent Deputy Minister of Infrastructure and Transportation N. Mauragan, the main objective of the National Action Plan, with a horizon of application in the next 3 years, is to develop a competitive, efficient and efficient logistics sector, which It will establish Greece as a provider of relevant international services. To achieve the above objective, 35 actions were identified in each of which the current situation is analyzed, the expected results, the implementation stages, the results evaluation indicators, the responsible and the operator concerned, the budget, the source of funding and the application period (start-expiration) of action. At the same time, it was decided to set up a monitoring committee of the National Action Plan, which will inform the KY.S.C., with the participation of Ministries: Infrastructure and Transport, Economy and Development, Maritime and Island, Environment and Energy and Energy Of agricultural development. The Presidency will have the Ministry of Infrastructure and Transport at the Secretary-General Level and the General Secretariat for Coordination will also participate.

The logistics industry already has an important role in developing the national economy, as it is estimated to account for about 10.8% of domestic GDP while proven resistant during the crisis. In relation, however, with the country's potential and its comparative benefits, the participation of the Logistics sector remains still low, relative, levels, which also highlights the important potential for further growth. The pursuit of the government is to be one of the main pillars of the country's productive reconstruction, based on an integrated development plan and enforced environmental terms and conditions. In this context, Piraeus port is already the most developing in the Mediterranean and will soon be the second European port in the Mediterranean in terms of the volume of migrant containers. In addition, other ports such as Thessaloniki,

Alexandroupolis and Igoumenitsa can play an important role in attracting international freight flows. At the same time, the planned development of Thriasios Field, where in the total area of approximately 2,200 acres is created by GAIAOS SA and OSE SA the largest freight center in the country, combined with the mood of the Gonge Camp as a business park at Northern Greece, the completion of road and rail networks and the emergence of Athens International Airport in a Transit Node International, can be drivers of the Greek logistics market for the next 3 years.

Additionally, at the Government Council of Economic Policy (KY.S.S.P.), the draft distribution of the NSRF, amounting to € 970.7 million, which is entitled to our country for the period 2014-2020. The KY.S.P. It approved the proposal for the distribution of additional resources submitted by the Ministry of Economy, which takes into account the development priorities, compelling needs in individual policy areas, as well as data deriving from Community regulations. Based on this proposal, the Competent Deputy Minister of Economic Affairs A. Charitsis will negotiate with the EU services the definitive allocation of these resources to the OSRF 2014-2020 operational programs. The Government's pursuit is to allocate resources between the European Social Fund (ESF) and the European Regional Development Fund (ERDF) in order to support actions concerning:

- The social state (kindergartens, health, Roma et al.)
- Employment (Youth Employment Initiative, Aid Youth Scientists, Deputy Teachers, etc.)
- Public Sector Reform (New Primary Health System)
- Competitiveness and infrastructure (Infrastructure Fund, Development Law, Wastewater Management and Solid Waste, Energy, etc.).

Limitations:

Several difficulties emerged both with the data collection and data analysis period as well. Concerning the data collection process, there was limited time and means too, mainly due to the Covid-19 pandemic. First of all, the questionnaire survey was to be completed via interviews and answers would have been recorded and after that the results would have been transcribed. Due to the Covid-19, the MOTOWAY company from which the sample consisted, was closed for a long period and interviews happened using Google Forms. The sample size reduced to 5 people from 8 that were in the beginning. This happened because 3 interviewees couldn't complete the questionnaire due to health issues. Also Google Forms is not as accurate as a face to face interview, because respondents may not understand a question or lose focus while answering. Time was the second biggest problem because in recent years everyone is way too busy to answer a questionnaire that needs about half an hour to complete. So, it was almost impossible for me to replace the 3 lost interviewees if we take into consideration the deadline. Although answers were specific on most questions, because all the respondents had experience in Logistics and Supply Chain management, 3 questions were not answered because the sample was not aware of the subject. Despite these obstacles, the data collection was carried out carefully, so that the study could be able to conclude to the best outcome. The current study comes to attach one more profound point on the bibliography and to arouse the interest for further academic research on the topic of logistics as a growth enabler for the Greek economy.

Future Research

The topic of Logistics as a growth enabler for the Greek economy could surely accommodate future research targeted to various issues relative to this topic. Among them, researchers could be able to examine the effect of Logistics on economic growth globally, as the logistics and supply chain management differ from country to country. So, it would be very interesting for them to see to what extent other economies are influenced by storage, transportation, inventory, material handling and information control of products and services. An interesting example would have been, the investigation of the Logistics' sector on third-world countries where infrastructure and technology are in low levels.

Moreover, because of the current difficult time of public health crisis, named Covid-19, many ports are underperforming today, either because of new pandemic standards or simply because they do not have enough working staff. So, one more suggestion for further investigation is the impact of technology on Logistics in Covid-19 period and how technology can help the sector to continue its functions without extra problems. The COVID-19 pandemic should be used as an opportunity for additional cooperation in the Logistics field, with understanding and trust, as well as an occasion for creating a management plan in Hellenic Logistics in order to be ready for a possible next similar economic crisis.

Some companies pioneered during the pandemic applying smart practices in the following ways: Firstly, utilizing stores as delivery points (click & collect) or transforming them into temporary picking points for online orders. Also, in distribution, ensuring a minimum capacity and consider alternatives like crowd sourcing. Finally, apart from the above tactics, companies should mainly focus in customers' better experience in order to ensure effective control and greater reliability. So I think that another interesting subject would have been the research of the new practices that companies must follow in order to be competitive during the pandemic and subsequently strengthen the economy of the country. To sum up, more research is needed in order for researchers and managers to deeply investigate this topic and, in general, to gain a better understanding about Logistics and their impact to the country's economy.

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Appendix

Questionnaire of Interview

Two main research questions

First

Can Logistic contribute on growth of Greek Economy?

Questions

- 1. How old are you?**
- 2. Which your professional speciality on this company?**
- 3. How many years do you work on this professional position?**
- 4. Do you have any special qualifications for this position?**
- 5. Do you think that it will be profit to have any other special qualification?**
- 6. Do you think that an effective administration on logistics sector will give an advantage to Greek companies?**
- 7. How can the logistics sector strengthen the economic growth of Greece?**
- 8. How can we attract new private sector investors?**
- 9. How can Logistics benefit the key sectors of the Greek economy like the food and drink sector?**
- 10. Do you think that professional on logistics are characterized by lack of specialization on this sector?**
- 10. Is it necessary for Greek companies to provide educational programs for their employees?**
- 11. Is it necessary for Greek companies to recruit staff for logistics sector nowadays?**

Second

Logistics should keep pace with technology?

Questions

- 1. How can advanced technology change the future of Logistics?**
- 2. Is the application of technology on Greek companies a factor in order to attract new private sector investors?**
- 3. Do you think that employees on logistics show interest to learn about new technological developments on their sector?**
- 4. Do Greek companies encourage their employees to participate on technology programmes about logistics?**
- 5. Do you think that Greek companies have the necessary technological equipment in order employees on logistics sector to perform duties with the best efficiency?**
- 6. How can technology contribute to develop and make better use of the Greek infrastructure (Railways, Ports, Roads etc.) to help the growth of the logistics sector?**