CURRICULUM VITAE

PERSONAL DETAILS

Family name: **Kakouris**

First name: **Andreas**

EDUCATION

1983 - 1986: Doctor of Philosophy (PhD) in Production Management
Loughborough University of Technology, UK

1982 - 1983: Master of Philosophy (MPhil) in Polymer Technology
Loughborough University of Technology, UK

1977 - 1981: Bachelor of Science (BSc) in Chemical Engineering
University of Glamorgan, Wales, UK

ACADEMIC EXPERIENCE

2015 - today: Associate professor in Business Strategy, Supply Chain Management, Operations Management, Total Quality Management & Management Principles
The American College of Greece, Greece

2007 - today: Part-time academic staff in Total Quality- and Environmental-Management
H*ellenic Open University, Athens, Greece* [Undergraduate Program in Business Administration]

2004 - 2015: Adjunct Professor in Operations Management [MBA level]
Also appointed as MBA thesis supervisor, since 2015, for all the various routes offering the Executive MBA program (i.e. via the 8 international centres, part-time, flexible and full-time)
University of Strathclyde, UK

2004 - 2015: Adjunct Professor of Operations management, Supply Chain Management & International Business Management [MBA level]
University of Kentucky, USA

2003 - 2012: Visiting Professor in Supply Chain Management (2009 - today), Total Quality Management (2004 - 5), Ergonomics (2003 - 4 & 2010 - 12) & Feasibility Studies (2003 - 10)
Technological Education Institute, Athens, Greece

2003 - 2010: Visiting Professor in Feasibility Studies & Management of SMEs
Technological Education Institute, Piraeus, Greece

Summer 2010: Adjunct Professor of Operation Management, Total Quality Management & Global Business Management [MBA level]
Sharda University, Delhi, India

2006 - 2008: Adjunct Professor of Innovation Management [Undergraduate level]
National and Kapodistrian University of Athens, Greece

1985 - 1986: Lecturer
Loughborough University of Technology, Loughborough, UK

WORK EXPERIENCE

2004- 2010: Consultant in the areas of Operations Management, Supply Chain Management, Total Quality Management, Purchasing, Project Management, Third Party Logistics, Health, Safety & Environment

2000 - 2004: Founder & Managing Director of a 3PL Company with clients: Aventis, Ciba, Goldschmidt, Novartis, Sipca, Vattico, K.N. Eftymiades, Intralot, etc.
WARDI S.A., Greece [http://www.wardi.gr/en/our-company/history.html]

1987 - 2002: Head of Operations, Supply Chain, Purchasing, Packaging and Industrial Sales
Ciba-Geigy, Novartis, Syngenta, Athens, Greece & Basel, Switzerland

1984 - 1986: Programming Project Team Leader
Omega Micro Support, London, London, UK

1982 - 1983: Sales and Marketing Manager
Rigas Marketing Services, London, London, UK

PUBLICATIONS

1. Sfakianaki, E. and Kakouris, A. (2017), "Critical success factors of distance-learning: Quality considerations", *Proceedings of the International Conference on Education and New Developments (END 2017)*, 24-26 June, Portugal, pp. 572-576.
2. Kakouris, A.P. (2017): Produced, nearly all discussion questions and problems for chapters 1, 2, 3, 4, 5, 5S, 11, 11S, and 12 (out of 17 chapters) of the new 10th edition (global edition) of the book "Principles of Operations Management: Sustainability and Supply Chain Management" by Heizer, J., Render, B., and Munson, C., *10th Global edition*, Pearson.
3. Kakouris, A.P. and Finos, P.K. (2016), "Applying SERVQUAL to the Banking Industry", *The EAST-WEST Journal of Economics and Business*, Vol. 19 No 2, pp. 57 – 71.
4. Kakouris, A.P. (2016): Produced most of the material for nearly all chapters of the new *6th edition* of the book "Managing Quality: Integrating the Supply Chain" by Foster, Pearson.
5. Kakouris, A.P. (2016): Reviewed material from the new *11th edition* (global edition) of the book "Operations Management: Process and Supply Chains Principles of Operations Management" by Krajewski, Malhotra, and Ritzman, Pearson.
6. Kakouris, A.P., Finos, P.K. and Mihiotis, A. (2015), "Leading Logistics Dynamics to Cost-Efficient Management". *The EAST-WEST Journal of Economics and Business,* Vol. 18 No. 1, pp. 11-27.
7. Kakouris, A.P. and Finos, P.K. (2015), "Emerging Logistics during Humanitarian Logistics", *International Journal of Decision Sciences, Risk and Management,* Vol. 6 No. 2, pp. 187–199.
8. Kakouris, A.P. and Finos, P.K. (2015), "Service quality measurements in the financial institutions sector", Hellenic Open Business Administration International Conference (HOBA), Greece (2015).
9. Kakouris, A.P., Finos, P.K. and Mihiotis, A. (2014), "Revisiting the logistics rules that contribute to profitability: Cross-validations", *1st International Conference HOBRA (Hellenic Open Business Administration),* 08-09 March 2014, Athens, Greece
10. Kakouris, A.P. (2014) Produced the open vignette, short case studies and case studies in six chapters (out of 20) of the book "Operations and Supply Chain Management" by Jacobs, F.R. and Chase, R.B., *14th Global edition*, McGraw Hill.
11. Kakouris, A.P. (2013) "Operations Management", 904 pages, Propompos editions, ISBN: 9789607860996 [in Greek)
12. Kakouris, A.P. (2013), "Service Quality in New Public Management", in Encyclopaedia of Quality of Life Research, Springer.
13. Kakouris, A.P. (2013) "Just in Time Implementation in Greece: Some Empirical Evidence", *11th Balkan Conference (BALCOR 2013) on Operational Researc*h, 07-12 September, 2013, Belgrade-Zlatibor, Serbia.
14. Kakouris, A.P. and Lopari, M. (2013) "Sales Forecasting Practices in Albanian Companies", *11th Balkan Conference (BALCOR 2013) on Operational Researc*h, 07-12 September, 2013, Belgrade-Zlatibor, Serbia.

15. Kakouris, A.P., Katarelos, E., and Pantelidis, A. (2013), "Assessment of Efficiency of Greek Airports", *11th International Conference on Data Envelopment Analysis*, June 27-30, 2013, Samsun, Turkey.
16. Thanos, G.A., Vrachopoulos, M.Gr., Koukou, M.K., Kakouris, A.P., Koulis, A. and Thanos, A.G. (2012) "Residence site selection in urban and rural areas in Greece: a multiple-criteria decision analysis approach", *Int. J. Applied Management Science*, Vol. 4 No.1, pp. 36 – 51.
17. Katarelos, E., Kakouris, A.P., Pantelidis, A. and Karantanos, M. (2012) "Service Quality Evaluation of Hellenic Airports: The Airline Perspective", *2012 IEEE International Conference on Service Operations and Logistics, and Informatics*, May 9-10, 2012, Athens, Greece
18. Kakouris, A.P. and Finos, P.K. (2012) "The Marketing – Logistics Interface of Customer Service", *2012 IEEE International Conference on Service Operations and Logistics, and Informatics*, July 8-10, 2012, Suzhou, China
19. Pantelidis, A., Katarelos, E. and Kakouris, A.P. (2012), "Efficiency is a sufficient condition of quality. At airports, is it a necessary condition, as well?" Workshop "*Contribution of Aviation Regional Development*", December 15, 2012, Alexandroupolis, Greece (in Greek).
20. Kakouris, A.P. and Meliou, E. (2011) "New Public Management: Promote the Public Sector Modernization through Service Quality. Current Experiences and Future Challenges", *Public Organization Review, Springer publications*, Vol. 11, No 4, pp. 351 – 369.
21. Frydas, N.P. and Kakouris, A.P. (2011) "Shipping-Operations Risk Assessment System", *7th. HSSS National & International Conference*, 04 - 07 May, 2011, Athens, Greece
22. Kakouris, A.P. and Chytas, P. (2011) "Use of forecasting techniques in Greek Companies", *1st National Conference*, 24-26 June 2011, Athens, Greece
23. Kakouris, A.P., Frydas, N.P. and Finos, P.K. (2011) "Competencies for Supply Chain Management: Industry Expectations of Education", *Rethinking Business and Business Education in the age of crisis, International Conference*, 20-22 October 2011, Chios, Greece
24. Kakouris, A.P., Kourkoutas, I. and Andrianos, H. (2011) "A Market Research Analysis of Reverse Logistics: The Case of Bio-Fuels in Greece", *1st International Symposium & 10th Balkan Conference (BALCOR 2011) on Operational Researc*h, September 22 - 25, 2011, Thessaloniki, Greece
25. Kakouris, A.P. and Meliou, E. (2010) "The need for revitalizing the public sector: making the difference through service quality", 10th EURAM 2010, 19-22 May, Rome, Italy
26. Meliou, E. and Kakouris, A.P. (2010) "Changing organizational culture towards safety and risk", Risk, Governance & Accountability, Society for Risk Analysis (SRA) - 21-23 June, London, UK
27. Meliou, E. and Kakouris, A.P. (2010) "Managers' perceptions towards organizational change and safety culture. Evidence form the Petroleum Industry", 26th EGOS Colloquium, 30 June - 3 July, 2010, Lisbon, Portugal
28. Kakouris, A.P., Batas, Th., and Mioteri, A.N. (2010), "A Multi-Criteria Decision Model to Select and Evaluate an Integrated Information System", 9th Special Conference of the Hellenic Operational Research Society (HELORS), 27-29 May 2010, Agios Nikolaos, Greece.
29. Thanos, G., Vrachopoulos, M.Gr., Koukou, M.K., Kakouris, A.P. and Thanos, A.G. (2010) "Residence Site Selection In Urban And Rural Environments In Greece: A Multiple-Criteria Decision Analysis Approach", 9th Special Conference Of The Hellenic Operational Research Society (Helors) In Quantitative Models In The Managerial And Financial Decision Making, 27 - 29 May, 2010, Crete, Greece
30. Kakouris, A.P., Meliou, E. and Maroudas, L. (2009) "Service Quality in the Public Sector: A Servqual application", 3rd Conference in Public Administration: Quality, and Effectiveness, October 8-10, Crete, Greece (in Greek)
31. Mioteri, A.N. and Kakouris, A.P. (2009) "Strategic location selection for a new pharmaceutical business venture depending on risk using the Analytical Hierarchy Method and Delphi method" 21st Conference, Greek Operational Research Society, 28 – 30 May, Athens, Greece
32. Papacharalambous, H. and Kakouris, A.P. (2009) "Application of Delphi Technique in Selecting an ERP System", 2nd International Conference: Quantitative and Qualitative Methodologies in the Economic and Administrative Sciences, Q.M.E.A.S, 2009, 25 – 27 May, Athens, Greece
33. Siameti, I. and Kakouris, A.P. (2009) "Service Quality: A Critical Review of Service Quality Models", 2nd International Conference: Quantitative and Qualitative Methodologies in the Economic and Administrative Sciences, Q.M.E.A.S, 2009, 25 – 27 May, Athens, Greece
34. Cantzos, K. and Kakouris, A.P. (2008) "An empirical study of Operations Management in Greek industry", The 3rd World Conference on Production and Operations Management, POM *TOKYO 2008*, "Manufacturing Fundamentals: Necessity and Sufficiency", August 5-8, 2008, Tokyo, Japan

35. Thanos, G., Vrachopoulos, M. Gr., Kakouris, A.P., Koukou, M. K. and Thanos, A. G. (2007) "A decision support system for the ecological selection of a facility location: A multicriteria approach", *IRMA International conference, IRMA 2007*, May 19-23, USA.
36. Kakouris, A.P. (2007) "Outsourcing Services: 3PL", Company's Characteristics With At Least A Facility Located In Greece: Products-Services, Recruitment Needs, University Of The Aegean, Conference, February 27 - March 2, Chios, Greece
37. Kakouris, A.P., Polychronopoulos, G. and Binioris, S. (2006) "Outsourcing decisions and the purchasing process: a systems-oriented approach", *Marketing Intelligence & Planning, Emerald publications*, Vol. 24, No 7, pp. 708 – 729.
38. Andrianos, S.T. and Kakouris, A.P. (2006) "Design and Implementation of an IT System for Production Management: A case study approach", *Management Science in the 21st Century*, May, Athens, Greece.
39. Kakouris, A.P. (2006) "Supply Chain in the New Era of Network Competition", *Proceedings of the Hellenic Society for Systemic Studies Conference 2006*, May, Athens, Greece.
40. Kakouris, A.P. and Polychronopoulos, G. (2006) "Performance Measurements in the Supply Chain: Guidelines for Implementation", *Review of Economic Sciences*, No 9, pp. 133-144.
41. Kakouris, A.P. and G. Polychronopoulos, G. (2005) "Enterprise Resource Planning (ERP) System: An Effective Tool for Production Management", *Management Research News, Emerald publications*, Vol 28, No 6, pp. 66-79.
42. Kakouris, A.P. (2004) "Business Process Reengineering Used as a Creative Option to Implement Strategy Effectively", *Archives of Economic History*, Vol XVI No 1, pp. 85-118.
43. Kakouris, A.P. (2004) "Graded Measurement Technique for the Evaluation and Monitoring of Logistics Providers", *Journal of Aegean Working Papers*, No 2, pp. 35 – 44.
44. Kakouris, A.P. and Polychronopoulos, G. (2004) "Criteria of National and International Management for the Selection of Enterprise Resource Planning, Warehouse Management Systems and Customer Relationship Management Systems", *1st International Conference on Information Technology and Quality*, 5-6 June, Athens, Greece.
45. Kakouris, A.P. and Polychronopoulos, G. (2004) "Re-engineering the Business through Sales & Operational Planning", *Journal of Management & Economics*, Vol 1 No 1, pp. 163-179.
46. Kakouris, A.P. and Freakley, P.K. (1989) "The steady Flow of a Rubber Compound in Squre and Rectangular Dies", *Plastics and Rubber Process and Applications*, Vol. 12 No 1, pp. 21-32.
47. Kakouris, A.P. and Freakley, P.K. (1988) "Flow of a Generalised Power-Law Fluid in Triangular Dies for Rubber Extrusion", *Intern. Polym. Proc., Hanser publications*, Vol. 3 No. 3, pp. 156-164.
48. Kakouris, A.P., Freakley, P.K. and Harrison, M.C. (1987) "Non-Isothermal Flow of a Generalised Power-Law Fluid in Converging Section", *Polym. Eng. Sci., Wiley publications*, Mid-October, Vol. 27 No. 18, pp. 1371 – 1379.
49. Kakouris, A.P. and Freakley, P.K. (1987) "Extruder-Die Interaction", 1st National Congress of Polymers, 3-5 December, Athens, Greece.

REPORTS

1. Kakouris, A.P. (2002) "Safe Warehousing & Warehouse Performance Measurements"
2. Kakouris, A.P. (2001) "Supply Chain Key Performance Indicators"
3. Kakouris, A. P. (1999) "Approach to Business Processes in Supply Chain"
4. Kakouris, A. P. (1998) "Materials Management Organisation"
5. Kakouris, A.P. (1981) "Feasibility Study in the Handling of Powdered and Particulate Rubber", Loughborough University of Technology, Loughborough, England

MANUALS

1. Kakouris, A. P. (2002) "Transport Audit"
2. Kakouris, A. P. (2002) "Logistics Manual 1.1: Inventory Classification"
3. Kakouris, A. P. (2002) "Logistics Manual 1.2: Inventory taken & Contingency Planning in Warehousing"
4. Kakouris, A. P. (2002) "Logistics Manual 1.3: Auditing Warehouses"
5. Kakouris, A. P. (2002) "The Role of Management in Contingency Planning"
6. Kakouris, A. P. (2002) "Logistics of Products-Transportation"

7. Kakouris, A. P. (2000) “Health, Safety and Environment”
8. Kakouris, A. P. (1994) “Handling Pesticides Safely – A Concept for Warehouse Employee Safety”
9. Kakouris, A. P. (1993) “Employers & Employees Responsibility for Safety at Work with emphasis in Production Plants”.

AWARDS

- The paper: *Kakouris, A.P. and Freakley, P.K. (1988) “Flow of a Generalised Power-Law Fluid in Triangular Dies for Rubber Extrusion”, Intern. Polym. Proc., Hanser publications, Vol. 3, No. 3, pp. 156-164* has won a Silver medal (first prize) of the British Plastics and Rubber Institute as the best publication in 1989
- The paper: *Kakouris, A.P. and Freakley, P.K. (1989) “The steady Flow of a Rubber Compound in Square and Rectangular Dies”, Plastics and Rubber Process and Applications, Vol. 12 No. 1, pp. 21-32* has won the Professor Reynolds’s Award by Loughborough University of Technology, as the best research paper in 1988.
- Manuals 7 & 8 were adopted by eight European Novartis and Syngenta ccompanies in creating their own company’s manuals.

PROFESSIONAL QUALIFICATIONS

- Certified Trainer - *Greek Republic State Organization for the Training of Human Resources (OAED), Greece*
- Certified Teacher - *Accredited for Continuing Vocational Training, The National Accreditation Centre for Continuing Vocational Training (EKEPIS), Greece*
- Judge of the *Greek Packaging Organisation* (member of the World Packaging Organisation) awarding the Greek Packaging Stars.
- Evaluator of the *General Secretariat for Research and Technology, Ministry of Development, Greece*
- Accredited Safety Adviser for the International Carriage of Dangerous Goods by Road (ADR), according to directive 2000/18/EC of the European parliament

ACHIEVEMENTS

1. Project “Supply Chain Region Europe” – Novartis, Region Europe, Basel, Switzerland. Project co-leader, in Basel, leading a team of eight people, re-designing and re-engineering the new supply chain structure of the one billion Euro European region businesses. Major objectives included:
   - Serve best the changing needs of the customers
   - Closer alignment of supply chain with business operations
   - Change way of thinking: from countries vs. headquarters towards a European business unit
   - Reduce total supply chain cost (raw & packaging materials, stocks, cost of failure, overhead, product distribution)
   - Setting up European Performance Indicators
2. Project Manager for warehouse construction – Novartis, Greece.
   - Cost (2.5 million CHF) & timeline responsibility for the construction of a high standard and fully sprinkled warehouse in Thessaloniki, Greece of 5000 Euro-pallets. It is considered as the second cheapest warehouse construction in the Novartis group, worldwide.