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Recent developments in Europe—the British referendum and others possible to follow, the rise of nationalistic and protectionism movements, general public doubts regarding European central governance, and the volatility of the banking systems—are sending shockwaves throughout the structure of the European Union, with unpredictable outcomes. Combined with an aging population, immigration, the minimization of social benefits and an increasing bureaucratic framework, we are headed to uncharted and uncertain waters—with a rapidly escalating shift in the mindset of the average European citizen. The average citizen, I might add, who hasn't seen any measurable improvement in his or her life despite the growth of numbers in recent years. There is clearly not only a lack of a vision to inspire European citizens to reinstate their belief in and support of the founding values of EU but also a lack of leadership to accomplish the objectives we aspired to.

Domestically, things are not better. In an economy under fiscal stress for the 6th year, and trapped in a vicious cycle of deficits, we are not witnessing any change in the philosophy of the political system. More taxes, more levies, more cuts, and not any substantiated plan on how the country could turn-around. There is no strong will and courage, from a system that led the country for the last 20 years to this outcome, to take bold decisions on crucial issues: NPLs, the increasing debt to the private sector and the chronic problem of tax evasion, to name a few. It is evident we need leaders with vision, knowledge, courage, and accountability. Far too many of us continue to repeat the mistakes of old days and protect our interests at the expense of the public and the country's future. But time is not on our side. In the event of negative developments, globally or within Europe, Greece is not prepared to confront any serious challenge. We need a leadership that will inspire a disoriented Greek society, reinstate trust, and unite Greeks to support a new vision, based on real numbers that will be communicated and explained thoroughly to the public.

Trust is the foundation of every healthy society, trust based on meritocracy, accountability, justice and transparency.

On a final note I would like to express my best wishes to the new Board of Directors of the Chamber that was elected to a new 3-year term. Its composition and background guarantee a successful continuation of our dynamic and effective presence in the coming years.

ELIAS SPIRTOUNIAS
Executive Director

THE AMERICAN-HELLENIC CHAMBER OF COMMERCE

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

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

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

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



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MEMBERS OF THE NEW BOARD OF DIRECTORS

Chamber Elections at Annual General Assembly



SIMOS ANASTASOPOULOS

The Chamber held elections on June 30 at its Annual General Assembly, at which time a new Board of Directors and Executive Committee were elected. Simos Anastasopoulos, who was elected to a second three-year term as President, said “Our Chamber has become one of the leading voices within the business community of Greece and in Greece-U.S. relations. We are justly proud of the work we have done to increase trade and investment between Greece and the United States and to improve the business environment in Greece. During this historic time for our country we must persevere to ensure constructive reform is carried out, to ensure sustainable growth is achieved, and to ensure employment is created so our economy can thrive and become healthy. I thank all Chamber members for their support and promise to each of them that our work will continue with a renewed sense of purpose, our initiatives will continue with determination, and our commitment to the objectives of our members will proceed with single-minded resolve. I also call on our members to contribute to the tasks at hand, so the social and economic character of Greece improves, as it must, if we are to overcome the dysfunctional nature of recent decades.”

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- Antonis Tsiboukis, CISCO Hellas S.A.

George M. Logothetis Kicks Off WIB Dialogue Series



GEORGE LOGOTHETIS, ANNA SIDERI, SIMOS ANASTASOPOULOS

Libra Group Chairman and CEO George M. Logothetis charmed a crowd of some 200-plus attendees at the first Women in Business Dialogue Series lunch held at the Grande Bretagne, June 6th.

Having taken on the position of CEO at the age of 19 at his family's shipping business, Mr. Logothetis replied to audience questions touching on leadership, facing tough business challenges, and empowering women.

The industry that's lacking the most in crisis-stricken Greece is "self belief," he said. Recounting business risks he took in his early twenties to make it or break it, Mr. Logothetis said how the three most important women in his life – his grandmother, mother, and wife – have played a major role in his rising to success.

"We are defined by what we do with difficulty, not what we do when things are easy," he said. An effective leader, he said, possesses certain traits. "Expose yourself to suffering. Make something out of nothing. Give more than you take. Say what you believe, believe what you say...Kindness is free," he told the crowd.

Regarding taking on business opportunities in less than perfect economic situations, Mr. Logothetis says that setting clear goals and being persistent make the difference. "Uncertainty is a cancer," he said. "As a leader, you need to create certainty."

It was anger and frustration with the unstable economic environment plaguing Greece that led Mr. Logothetis to launch the Libra Group Internships, which place over 100 students and graduates in paid temporary positions at the Libra Group and its 30 subsidiaries around the world. "The people who give are happier than the people who take."

JUDICIAL SYSTEM SURVEY

The Chamber, in cooperation with the National Center of State Courts of the United States, is conducting a survey to assess the strengths and weaknesses of the Greek judicial system. The survey is designed to summarize perceptions of Greek justice, by judges, legal professionals, the business community, media and the general public.

This pivotal survey, designed to highlight the problems that plague Greece's judicial system, will lead to recommendations of best practices and solutions to improve the system that will, in turn, strengthen the confidence of the public toward the institution of justice. For more information visit the chamber site: www.amcham.gr



AMERICAN-HELLENIC
CHAMBER OF COMMERCE

Corporate Governance Conference

On May 26 the Chamber held its Conference on Corporate Governance that focused on Today and Tomorrow in Greek Companies—Developments in Banking and Insurance. The event drew hundreds of delegates and numerous speakers who addressed a variety of issues that companies face today to meet their requirements and responsibilities in governance. Topics included the ethical components of governance, the EU framework, a study by Grant Thornton, the legal framework, corporate culture, as well as specific topics related to the banking and insurance sectors.



PANEL DISCUSSION



THE CONFERENCE IN PROGRESS

CHAMBER CALENDAR

September Athens, Lunch event with guest speaker Kyriakos Mitsotakis

September Thessaloniki, TTIP Event

September Athens, Construction Event

September 14 Athens, Hotel Grande Bretagne, U.S. Election Breakfast Briefing (Athens Democracy Forum)

September Athens, Employment Committee event on Internships

September 20-21 Athens, 16th HealthWorld Conference

October 2 Athens, Trade USA Conference

October 3-5 Washington, 3rd Hellenic Pavilion at the AUSA Annual Meeting and Exposition

TradeUSA at New York Fancy Food Show

The Chamber and its TradeUSA Department, with the support of DK Consultants, organized the 2016 TradeUSA Food&Beverage (F&B) Mission on June 24 to 28, 2016 in New York City. The trade delegation was held around the 2016 Summer Fancy Food Show, a trade fair of the Specialty Food Association of USA.

The Summer Fancy Food Show is America's largest specialty food and beverage Show, drawing 46,000+ industry professionals, and the premier showcase for industry innovation. The next big products. The next big companies. The next big trends. 2016 featured more than 180,000 products, 25,000 buyers, and 2,550 exhibitors. The delegates of the 2016 TradeUSA F&B Mission had the opportunity to talk business, network and gain valuable insights on the status of the food industry in New York City—and throughout America.

The trade mission's delegates consisted of five companies—ION S.A., Kallimanis, ENSEA, ALMI and Cretan Myron—that held 42 B2B meetings to explore collaboration possibilities. The delegates and many of the companies of the Greek Pavilion participated in two informative sessions TradeUSA organized: U.S. FDA and Foodservice. Following the 2016 TradeUSA F&B Delegation, the 1st ExportUSA Forum will be organized between October and November of 2016, focusing solely on the American market. More details will be soon announced; for further information contact tradeusa@amcham.gr.



U.S PAVILION AT POSIDONIA

The Commercial Section of the U.S. Embassy in Athens, with the support of the American-Hellenic Chamber of Commerce, organized the U.S. Pavilion at Posidonia 2016 June 6-10 at the Metropolitan Expo Center.

The U.S. Pavilion enjoyed great success and The Prime Minister of Greece, Alexis Tsipras; the Minister of Shipping, Maritime Affairs and Insular Policy, Mr. Theodore Dritsas; U.S. Ambassador to Greece Mr. David Pearce, and Chamber President Simos Anastasopoulos cut the ribbon of the U.S. Pavilion.

The Chamber, with the Commercial Section of the U.S. Embassy and the International Propeller Club of the United States, International Port of Piraeus organized a series of parallel events for the U.S. exhibitors during Posidonia Week.

THODORIS DRITSAS, SIMOS ANASTASOPOULOS, ALEXIS TSIPRAS, DAVID PEARCE



GREEK INVESTMENT FORUM

The Chamber, in cooperation with Athens Exchange, hosted the 4th annual Greek Investment Forum in New York June 21-22. For more coverage, see pages 38-39.

SOCRATES LAZARIDIS, GEORGE STATHAKIS, SIMOS ANASTASOPOULOS

PH 3005 BUSINESS

ETHICS

PH 1001 PRACTICAL

REASONING

CN 4438

LEADERSHIP

COMMUNICATION

MU 4443 MUSIC, NOISE AND

CULTURE

PH 3118 THEORY OF

KNOWLEDGE

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Existential Challenges

OF THE SECOND MACHINE AGE

We have the rare fortune to be witnessing a massive turning point in the history of humanity, the so called “second machine age”¹ or “fourth industrial revolution.”²

Are we conscious of the impending challenges, or are we marching forward, blissfully unaware of how today’s decisions are already shaping the future?

Awe-inspiring innovations make daily headlines. Self-driving cars, ambient home devices and robotic social companions redefine our daily routine. Advanced prosthetics, DNA editing and the 3D printing of human organs transform our concept of medical treatment. From factories and warehouses to legal firms and hospitals, advanced technologies are taking over jobs, supporting fears of a world without work³. Technology promises a bounty of benefits, while challenging established norms. Where are we headed? The exponential pace of technology exceeds our ability to grasp the magnitude of change. Like Jules Verne in the first machine age, a growing Science Fiction filmography explores some bizarre yet not too distant ideas such as computers displaying emotion, genetically engineered human species, a humanity in permanent vacation. At the same time, leading scientists express concern over the existential threat from artificial intelligence⁴. If we can create machines to be better than humans, and bio-engineer humans to be as good as machines; if we can abolish work and conquer disease, then what does it mean to be human? Instead of attempting philo-

sophical theorizing, let’s observe everyday experience. We are so excited to share on Instagram the fleeting moment of a sunset, that we forego the timeless immersion of our senses to the colors and smells, the eerie silence, as nature goes from daylight into darkness.

HOW DO WE RESTORE HUMANITY IF TECHNOLOGY IS THE OVERARCHING VALUE SYSTEM?

Notice how popular musicians perform live concerts in front of a present-absent audience attending via their smartphone screens. If you don’t share the concert or sunset on social media it’s like you weren’t there. Long before the advance of the robots, the lived human experience gets reduced to digital data⁵. How do we restore humanity if technology is the overarching value system guiding all aspects of modern society? Without foregoing the urgency of investing in engineering skills, we must heed Martin Heidegger and re-emphasize forms of knowing that eschew algorithmic processing: “what is essential in the discovery of reality happens not through science, but through [...] great

poetry and its projections”⁶. If art is our gateway to the ineffable truths of human experience, who can prevent the dystopian futures of Science Fiction?

Business is de facto the most powerful institution in the world today. Therefore, the responsibility resting on the shoulders of business leaders is enormous: whether they realize it and accept it or not, their choices have a profound impact on the future viability and wellbeing of humanity. This is why top Business Schools make a point of enriching their MBA and leadership develop-

ment programs with education on the arts. As paradoxical as it seems to follow a course on corporate finance with another on theater, the existential challenges of the second machine age will be answered in the boardroom as much as in the academy. To be able to rise to this challenge, business leaders must be prepared to look at the bottom line and much further beyond. 🐙



— BY —

DR. NIKOLAOS A. MYLONOPOULOS

Associate Professor
of Information Systems,
ALBA Graduate Business
School at The American
College of Greece

¹ Erik Brynjolfsson and Andy McAfee, “The Second Machine Age”, W.W. Norton & Co, 2016.

² Klaus Schwab, “The Fourth Industrial Revolution”, World Economic Forum, 2016.

³ “A World Without Work?”, World Economic Forum Annual Meeting 2016, <https://www.weforum.org/events/world-economic-forum-annual-meeting-2016/sessions/a-world-without-work/>

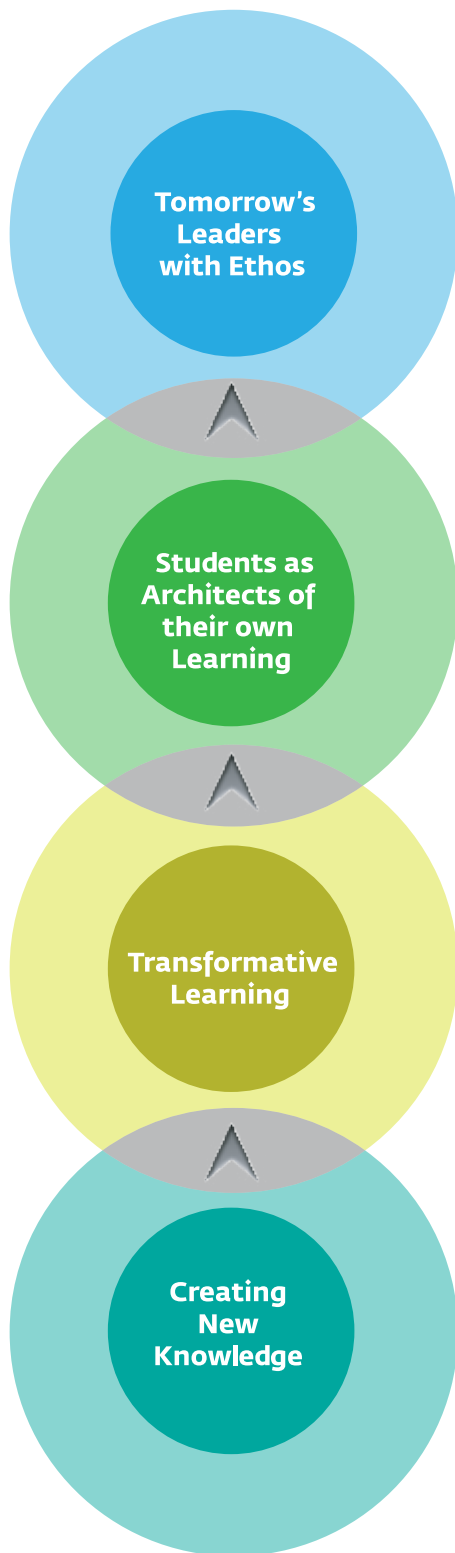
⁴ Nick Bostrom, “Superintelligence”, Oxford University Press, 2016.

⁵ Jaron Lanier, “You Are Not A Gadget”, Penguin 2011.

⁶ Martin Heidegger, “The Essence of Truth” (1930), Bloomsbury, 2013.

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Athens Democracy Forum

Achilles Tsaltas, Vice President, International Conferences, The New York Times, discusses The Athens Democracy Forum

Please tell us about the Forum.

Hosted by NYT columnist Roger Cohen, and presented under the auspices of H.E. the President of the Hellenic Republic Mr. Prokopios Pavlopoulos, the Athens Democracy Forum (Sept. 14-18) will explore the pressing challenges facing liberal democracies, their institutions and economies.

The Forum aspires to become a modern-day version of the public squares in Ancient Greece, where members of society would gather and debate important civic matters. The New York Times will bring together an impressive array of experts to identify and respond to the important questions surrounding liberal democratic rule, including those about religious zealotry, authoritarianism, mass migration due to conflict, wrenching social change and the role of business and entrepreneurship.

Who are some of the speakers?

We are really thrilled by the roster of speakers we've lined up for the event so far, with some of the most influential and relevant policy-makers, business leaders, economists and academics joining us over the



course of this year's Forum. Taking the stage will be UNESCO's Irina Bokova and City of Athens mayor Yorgos Kaminis, economist Paul Krugman, Nobel Peace Laureate and Tunisian businesswoman, Ouided Bouchamaoui, and unexpected experts such as whistleblower Edward Snowden, author Sergei Chapnin and myriad others.

What are some of the objectives you have through this event?

As a leading international news source for opinion leaders and decision-makers around the globe, The New York Times aims to create, collect and distribute high-quality news and information—whether it's through the excellence of our journalism in print or online, or live on stage at events such as the Athens Democracy Forum.

The Forum's ambitious mission is to make democracy function as it should—for the benefit of the people, by acting as a 'North Star' to which democratic societies can re-orient themselves. We will do this through thought-provoking panel discussions, one-to-one interviews and a rich

program of affiliated events that will highlight the significant issues that are challenging liberal democratic societies, economies and their general way of life.

How, do you believe, is the state of democracy being assessed in today's fluid world with some serious polarities?

The 'Athens Democracy Forum' was founded on the premise that democracy, as a governing and value system, is universal and superior to any autocratic or oligarchic one. We recognize, however, that political institutions can take different forms as they adapt to local traditions and practices—and this extends to democratic ones too. Our event seeks to strengthen the underlying ideals and values of democracy so that it can continue to survive and flourish.

Is there an interest in exploring democracy in the land in which it originated?

Particularly in light of political events over the last few years, Greece and the Greeks recognize their important role in the creation, development and sustainability of democracy, and have taken a very active role in its promotion and sustainability. In addition to influential Greeks such as H.E. Mr. Prokopios Pavlopoulos, Yorgos Kaminis, Alexis Papahelas and Lucas Pappademos speaking at the event, I'm pleased to say that Greeks are some of our most numerous and engaged delegates.

We have been fortunate to have the generous support of the City of Athens and the Greek government, both of whom have been instrumental in helping us host this event in the city. We will be offering our delegates an extraordinary opportunity to take in the conference against the backdrop of some of Athens' most iconic buildings, including the Academy of Athens, The Presidential Mansion, The Zappeion and the Stoa of Attalos, among others. 🇬🇷

THE FORUM'S MISSION IS TO MAKE DEMOCRACY FUNCTION AS IT SHOULD

For more information about The New York Times Athens Democracy Forum, its speakers and program of events, go to www.athensdemocracyforum.com.



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...in the news

GREAT PLACE TO WORK

Mars Group (Mars Hellas and Royal Canin Hellas), Microsoft, and AbbVie Pharmaceuticals and the Greek companies Diamantis Moutsis SA (supermarket chain) and Data Communication (providing integrated IT solutions) are the five companies in the Greek market honored among the 100 best companies in Europe in the 2016 annual Great Places to Work competition.

OSCAR INVITATION

Greek filmmaker Yorgos Lanthimos has been invited to join the Academy of Motion Picture Arts and Sciences' class of 2016. *The Lobster* director is among the 683 invitees announced by Academy president Cheryl Boone Isaacs.

MIT ENTERPRISE FORUM WINNERS

Congratulations to the winners of the MIT Enterprise Forum of Greece's second Startup Competition! The team from Yodiwo took first place, InSyBio Ltd took second, and Sentio Solutions came in third.

ADECCO AWARD



Adecco Greece selected Fulbright alumna Eva Adosoglou, Greek Graduate Student 2013-2014 - Boston University: MS Innovation & Technology Management for the Adecco Award – CEO for One Month. i CEO for One Month is a global program in which 50 countries choose their young CEOs and in August they compete for the Global CEO position. Eva has written for Business Partners.

WISTA RECEPTION

More than 260 members, friends and supporters of WISTA Hellas (Women's International Shipping & Trading Association) around the globe gathered at Galazio in Elliniko on Tuesday 7 June, for a cocktail reception to mark the Posidonia Exhibition 2016. Angie Hartmann, President of WISTA Hellas welcomed the guests, including more than 65 WISTA members from the UAE, UK, Philippines, Netherlands, Bahamas, Cyprus, USA, Italy, France, Norway, Germany, Belgium, Panama and Turkey. Mrs Katharina Stanzel, Managing Director of Intertanko, was also among the attendees.

NEW AMBASSADOR TO THE UNITED STATES



PRESIDENT BARACK OBAMA, HARIS LALACOS

Haris Lalacos is the new Ambassador of the Hellenic Republic to the United States. Mr. Lalacos, a veteran diplomat, returns to Washington DC following numerous posts including embassies and consulates

in Egypt, Ankara, Skopje, Sydney and a variety of positions at the Ministry of Foreign Affairs in Athens.

President Barack Obama welcomed Haris Lalacos at the White House, marking the formal beginning of his mission. President Obama said that the USA looks forward to further developing and strengthening Greek-American ties and cooperation on all levels.

AHI AWARDS

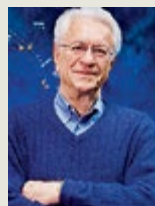


DENNYSS PLESSAS LEONIDIS, DAVID PEARCE, ARTEMIS A. ZENETOU

The Twelfth Annual AHI-Athens Hellenic Heritage Achievement and National Public Service Awards Dinner was held May 11 at the Hotel Grande Bretagne where Ambassador David Pearce offered greetings.

Honorees were Dennys Plessas Leonidis, vice president, Business Development Initiatives, Lockheed Martin Aeronautics/International; and Fulbright Foundation—Greece, represented by Artemis A. Zenetou, Executive Director.

NASA HONORS GREEK AMERICAN



STAMATIOS "TOM" KRIMIGIS

Stamatios "Tom" Krimigis, a Johns Hopkins University Applied Physics Laboratory scientist whose career has closely paralleled American space exploration, has been awarded NASA's highest service honor. Mr. Krimigis received the NASA Distinguished Public Service Medal at a ceremony June 28 at NASA Ames Research Center in California.

SPEAKERS CORNER

ARTFUL

The aim of art is to represent not the outward appearance of things, but their inward significance.

—ARISTOTLE

SPOT ON

Some painters transform the sun into a yellow spot, others transform a yellow spot into the sun.

—PABLO PICASSO

Q&A

ANDREAS A. STYLIANOPOULOS
PRESIDENT & CEO, NAVIGATOR TRAVEL,
PRESIDENT, AMCHAM TOURISM COMMITTEE



A Comprehensive Tourism Strategy

What characterizes the tourism industry?

Tourism is a critical social and economic industry that must be addressed with a comprehensive, integrated strategy to achieve optimal results. It is a dynamic, not static, sector that must respond to changes—geopolitical, environmental, economic—quickly.

What role does government play?

Government, all the way from municipal to EU level, must coalesce on promotion efforts, regulatory measures, taxation, legislation, and cross-border cooperation. Only that way can the full potential of tourism be realized so that benefits are realized by all, including local communities, key enterprises, and government accounts. Greece can benefit tremendously, especially with more good jobs, with a more integrated and long-term approach.

How is the cruise industry evolving?

The cruise industry, the fastest growing tourism sector, can help more players if it develops a strategy that recognizes its regional character, its infrastructure needs, its legislative requirements, and the importance of it to be seen from the perspective as a “cluster” industry in the Mediterranean. We must recognize the geo-strategic nature of the cruise market and respond accordingly so that Greece achieves optimal benefit. I recently had the opportunity to speak to members of the European Parliament and these are some of the key messages I conveyed—I hope for the benefit of Greek tourism.

FULBRIGHT RECEPTION



On June 13, 2016 U.S. Ambassador David D. Pearce held a reception to honor Greek and American Fulbright scholars and Fulbright program donors for academic year 2016-2017. The Ambassador, with the Minister of

Education, Research and Religious Affairs Nikos Filis and Fulbright Executive Director Artemis Zenetou congratulated the 66 Greek and American recipients of Fulbright scholarships who were selected after rigorous review from a large pool of extremely qualified candidates. This year’s Fulbright scholars encompass a diverse range of academic interests, from public health, biomedical engineering and crisis management to architectural design, documentary filming, leadership development, social entrepreneurship, international relations and creative writing.

AEGEAN AT POSIDONIA



Aegean, the world’s largest physical supplier of bunkers, was an active participant at Posidonia 2016. Along with its environment company, Hellenic Environmental Center, Aegean’s stands were part of the biannual shipping event that hosted an estimated 22,000 visitors and featured more than 1,800 exhibitors from 89 countries.

NEW LEARNING OPPORTUNITIES

Drawing on the expertise of its senior academics and experts, the National and Kapodistrian University of Athens is offering e-learning programs in a variety of fields. E-learning programs combine innovative teaching techniques and interaction with your personal tutor through a friendly online educational platform. The programs are designed with the aim to interconnect academic and applied knowledge in various subjects from archaeology and philosophy to economics. Successful completion of the courses leads to a Certificate of Training or Specialized Training.

CHRISTOS ALEXAKIS SELECTED

Christos Alexakis, former professor at the University of Piraeus, was selected by the European Capital Market Authority to be a member of its stakeholders group.

A FEW THOUGHTS

I do not want art for a few any more than education for a few, or freedom for a few.

—WILLIAM MORRIS

BEGETTING

Art is the daughter of freedom.

—FRIEDRICH SCHILLER

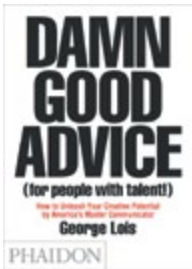
PUZZLING WORK

Painting is easy when you don’t know how, but very difficult when you do.

—EDGAR DEGAS

Some for the Beach

There is no better time to catch up on the reading you've been putting off than in August—when you can “officially” close the office and focus on new ideas. Some *Business Partners* suggestions.



Damn Good Advice (For People with Talent!)

HOW TO UNLEASH YOUR CREATIVE POTENTIAL BY AMERICA'S MASTER COMMUNICATOR, GEORGE LOIS

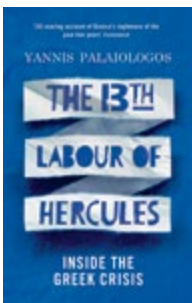
An indispensable guide to creative success from award-winning ad man, and original Mad Man, George Lois.



Ethical Lessons of the Financial Crisis

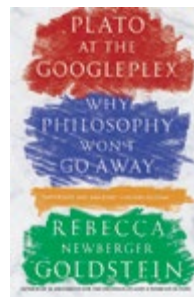
BY EILEEN P. FLYNN

In the aftermath of the economic crisis of 2008 it is important to ask what ethics has to say to the many stakeholders in the economy. This book examines the role of ethics in setting things right.



The 13th Labour of Hercules, INSIDE THE GREEK CRISIS BY YANNIS PALAIOLOGOS

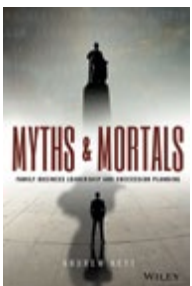
How did a prosperous, seemingly advanced economy in the heart of Europe—Greece—collapse so precipitously? And why has it proved so hard for it to stand on its feet again? These are the central questions running through *The 13th Labour of Hercules*.



Plato at the Googleplex

BY REBECCA GOLDSTEIN

Is philosophy obsolete? Are the ancient questions still relevant in the age of cosmology and neuroscience, not to mention crowdsourcing and cable news? The book: imagine that Plato came to life in the twenty-first century and embarked on a multicity speaking tour.



Myths and Mortals:

FAMILY BUSINESS LEADERSHIP AND SUCCESSION PLANNING

Myths & Mortals provides insights and strategies for successors of family businesses. This guide shows you how to establish credibility, take your place at the head of the table, and run your business your way.



At the Existentialist Café

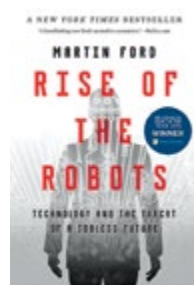
**FREEDOM, BEING, AND APRICOT COCKTAILS WITH JEAN-PAUL SARTRE, SIMONE DE BEAUVOIR, ALBERT CAMUS, MARTIN HEIDEGGER, MAURICE MERLEAU-PONTY, AND OTHERS
BY SARAH BAKEWELL**

A spirited account of one of the twentieth century's major intellectual movements and the revolutionary thinkers who came to shape it.



The Human Age, THE WORLD SHAPED BY US BY DIANE ACKERMAN

In this landmark book, Diane Ackerman confronts the unprecedented reality that one prodigiously intelligent and meddlesome creature, *Homo Sapiens*, is now the dominant force shaping the future of planet Earth.



Rise of the Robots

**TECHNOLOGY AND THE THREAT OF A JOBLESS FUTURE
BY MARTIN FORD**

A stark warning from a Silicon Valley entrepreneur about what we must do to keep an automated economy from being a massively unjust one.



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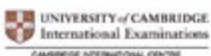
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Greek Revival

PRAISE TO THE ARTS AND DEMOCRACY

The glory of human nature is often portrayed in what we create; and one of the qualities that makes us human is our ability to create.

Through ancient times civilizations designed and built magnificent monuments in the name of something great, of something sacred. They expressed gratitude, respect and even their own selves in their own architectural style. Although all architecture found through history is important, there is something powerful about Ancient Greek architecture that has influenced almost every other form up to today. Is it the sharpness of the geometrical designs? Is it the luxurious materials used? Or is it the idea behind the person? Whatever it is, it made the world want to be a part of it. Greek architecture was first introduced in the United States of America in the early 19th century, when Thomas Jefferson, enchanted by Greek antiquity, appointed Benjamin Henry Latrobe as the inspector of the construction of new public buildings. Although Latrobe never fully implemented the Ancient Greek style, he vastly in-

— BY —
IRINI KARAJANI
 U.S. Embassy in Athens,
 U.S. Department of
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fluenced his successors, thus creating the Greek Revival movement (1820-1860). For some scholars Greek Revival was a political statement nurturing a ‘new Athens,’ while for others it was an international architectural phenomenon. One of Latrobe’s students, Robert Mills, inspiringly mentioned that “this style was so early introduced into our country, both on the ground of economy and correct taste, as it exactly suited the character of our political institutions and pecuniary means.” Ancient Greek architecture was now not only temples offered to gods; it was praise to the arts and democracy. The harmony, order and mathematical proportions reflected a democratic national identity through Doric, Ionic and Corinthian columns based on temple-like roofs, made of stucco, wood and white faux-finish stone to resemble the once magnificent white marble buildings. Churches, banks, town halls and houses expressed the American destiny that flourished in the

**THE HARMONY,
 ORDER AND
 MATHEMATICAL
 PROPORTIONS
 REFLECTED A
 DEMOCRATIC
 NATIONAL
 IDENTITY
 THROUGH
 DORIC, IONIC
 AND CORINTHIAN
 COLUMNS**

great republics of our ancient history. Notable buildings include the Second Bank of the United States in Philadelphia by William Strickland (1824), the Treasury Building in Washington, D.C., by Robert Mills (1839-42) and the New York Federal Hall by Town and Davis (1833). 🇺🇸

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Nature Deficit Disorder

Author Richard Louv introduced the term “Nature Deficit Disorder” in 2005 with the publication of his best-selling book, “Last Child in the Woods: Saving Our Children from Nature-Deficit Disorder.”

He coined the phrase to serve as a description of the human costs of alienation from nature—and it is not meant to be a medical diagnosis (although perhaps it should be).

Louv’s 2011 book, “The Nature Principle: Reconnecting with Life in a Virtual Age,” extended the conversation to include adults, and explored this key question: “What could our lives and our children’s lives be like if our days and nights were as immersed in nature as they are in technology?”

Although human beings have been urbanizing, and then moving indoors, since the introduction of agriculture, social and technological changes in the past three decades have accelerated that change.

Among the reasons: the proliferation of electronic communications; poor urban planning and disappearing open space; increased street traffic; diminished importance of the natural world in public and private education; and parental fear magnified by news and entertainment media. An expanding body of scientific evidence suggests

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that nature-deficit disorder contributes to a diminished use of the senses, attention difficulties, conditions of obesity, and higher rates of emotional and physical illnesses. Research also suggests that the nature-deficit weakens ecological literacy and stewardship of the natural world. These problems are linked more broadly to what health care experts call the “epidemic of inactivity,” and to a devaluing of independent play. Nonetheless, we believe that society’s nature-deficit disorder can be reversed.

Recent studies focus not so much on what

is lost when nature experience fades, but on what is gained through more exposure to natural settings, including nearby nature in urban places.

The Children & Nature Network was created to encourage and support the people and organizations working to reconnect children with nature. We believe more research is necessary to better define the influence of nature experiences on human development. But as Dr. Howard Frumkin, Dean of the School of Public Health, University of Washington, and a member of our Board of Directors says, “we know enough to act.” By taking a lead role in the international movement to connect children, families and communities to the natural world, we are striving to reinforce the critical link between researchers and individuals, educators and organizations dedicated to the health and well-being of children, families and communities. 🇺🇸

The Children & Nature Network, a global movement based in the United States, is designed to connect all children, their families and communities to nature through innovative ideas, evidence-based resources and tools, broad-based collaboration and support of grassroots leadership. <http://www.childrenandnature.org/>



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Coca-Cola—An Athens Upgrade



NIKOS KOUMETTIS

The Coca-Cola Company is upgrading Athens's role in its system, as its local unit will control activities in 26 countries, including Russia's particularly sizable market.

Based on the new structure, to apply as of August 1, the world's biggest non-alcoholic beverage enterprise has announced the new Athens-based Central and Eastern Europe unit (hitherto known as the Central and Southern Europe unit) will now be responsible for three more markets: Russia, Ukraine and Belarus.

It also controls activities in Greece, Cyprus, Albania, Austria, Bosnia-Herzegovina, Bulgaria, Switzerland, Estonia, Italy, Croatia, Latvia, Lithuania, the Former Yugoslav

Republic of Macedonia, Malta, Montenegro, Moldova, Hungary, Poland, Romania, Serbia, Slovakia, the Czech Republic and Slovenia.

Athens is therefore turning into one of the Coca-Cola Company's biggest controlling units in the world, covering 417 million people across 11 time zones.

At the head of the new unit will be Nikos Koumettis, who since 2011 has been the president of the Central and Southern Europe unit.

Greeks at Global Entrepreneurship Summit



Six Greek entrepreneurs have been selected by the U.S. Department of State to participate in the 2016 Global Entrepreneurship Summit (GES) taking place from June 22-24 in Palo Alto, California. The Greeks:

Joanna Photopoulou, Project Manager, Social Impact Award
Zoe Giavri, CEO, Advantis Medical Imaging
Maggie Kontos, Founder & Chief Innovation, SimpleApps / Tourismart

Anastasia Siapka, Founder, Code Like a Girl

Constantine Sinodinos, Founder, Championsid.com

Xenia Vassiliadis, Founder, TripElina

Optimistic Bosses

Greek CEOs were more optimistic over economic developments in the country and in their businesses in the second quarter of 2016. The EASE/ICAP-CEO General Index economic sentiment index grew to 123 points in the second quarter reflecting a largely positive climate after completion of the first review of the Greek programme, despite uncertainty related with a Brexit vote in the UK. The survey was conducted based on a sample of 3,020 CEOs from the largest Greek enterprises by the Association of Greek CEOs (EASE) in cooperation with ICAP Group in the period June 15-June 30. Greek CEOs, however, expressed concern over issues such as NPLs and developments in the domestic labor market.

DID YOU KNOW

BEER!

■ ■ ■

there are about 400 types of beer in the world?

■ ■ ■

beer is fat free?

■ ■ ■

beer is one of the world's oldest prepared beverages, possibly dating back to 9500 BC?

■ ■ ■

in most ancient societies beer brewing was the responsibility of women?

■ ■ ■

yeast is remarkably sensitive to temperature and can create completely different beers with only a small temperature variation in the brewing process?

■ ■ ■

in 1814 beer flooded several streets in London after a huge tank ruptured?

■ ■ ■

beer prevents kidney stones and strengthens bones?

■ ■ ■

the world's most expensive beer is "Vieille Bon Secours" (Belgium) at almost 1000 American dollars per bottle?

■ ■ ■

the most beer-drinking country in the world is the Czech Republic, with an incredible per capita beer consumption of almost 150 litres a year?



Heritage Lost

Athens is home to a museum dedicated to “lost professions” in Greece. This innovative exhibit shows, through wax figures, a number of professions that existed for many decades in Greece and are being lost to or have been lost to the rise of modernity. Situated in Plaka, the museum acts as a tourist attraction as well as a center for educational visits by students, young people, and school groups. The wax figures depict such professions as laterna (barrel piano) players, sponge salesmen, greengrocers delivering with donkeys, potters, weavers, and others. In an age that celebrates mechanized production, the museum of lost professions is a celebration of traditional labor and closer relationships.

Lost Professions Museum
4, Aggeliki Chatzimichali str. (Plaka) 10558, Athens
Tel: +30 210 324 0015

Debt

The Greek state's overdue debt to the private sector grew to 5.770 billion Euros in May, from 5.520 billion in April, while pending tax returns rose to 1.259 billion Euros from 1.182 billion over the same periods.

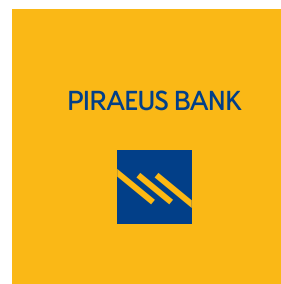
Debt to social insurance organization accounted for the biggest part of the state's overdue debt, at 3.067 billion Euros in May from 2.875 billion in April, followed by state hospitals' overdue debt (1.259 billion in May from 1.181 billion in April). Under an agreement reached between Greek authorities and the institutions, in the framework of the first review of the Greek programme, the Greek government was expected to immediately begin repayment of its debt to the private sector using part of the sub-tranche of the loan received by ESM.



Red, White . . . or Blue?

Spanish entrepreneurial winemaker Gik has created an electric blue, sweet wine to be served slightly chilled. The wine is the result of two years of research collaboration among Gik, University of the Basque Country, and Food Tech. A 750ml bottle will set you back 10 Euros.

Piraeus Bank Celebrates 100 Years



Piraeus Bank celebrated 100 years from its foundation on July 6. Mihalis Sallas, the bank's Chairman, in a statement said: "Today, Piraeus Bank celebrates 100 years of presence in the Greek banking system, reflecting the development and the philosophy of growth between two centuries. When the bank was founded in 1916 in Piraeus, it started as a small banking institution with relatively limited goals and activities. Today, we have turned it into a large, powerful and significant bank by European standards. A

landmark in the history of Piraeus Bank was its privatization in 1991, when a group of Greek businessmen, with whom I shared the same vision, took the initiative to create a modern and large bank, adapted to the needs of a new era. Piraeus Bank had a market share of 0.1 percent at the time. Today it has a 30 percent market share. Then its workforce was 200, today it is 20,000 and has around 6 million customers. We continue our course with the same faith and philosophy—consistency, quality, work with the priority to meet the needs of the customer and the economy, respecting the interests of all shareholders. We are ready to meet the needs of a difficult domestic and European economic circumstance, ready for the future."

ACS Athens— MODELING EDUCATION *FOR THE 21ST CENTURY*

Dr. Stefanos Gialamas, President of ACS Athens, discusses how ACS Athens is modeling education for the 21st Century.

You have been called one “of our highest performing schools” by the President of the Middle States Association of Colleges and Schools (MSA). What does this mean?

We need to begin with the process of accreditation itself. Accreditation is a system of accountability that ensures that schools, through a process of intense self-study and external validation, can demonstrate that they meet standards of quality in all areas of their operations to ensure that each student receives a quality education and to demonstrate a continuous commitment to improve students’ learning. ACS Athens has been accredited by the MSA since 1974. Based on our record of achievement since our last re-accreditation in 2007, MSA chose ACS Athens to be the first international school to pilot a new accreditation protocol that they call Sustaining Excellence. This is a process that engages an entire school community in designing and implementing a school-wide research effort to identify areas for growth and improvement, to examine thoroughly the research into best practices in those areas, and to create new knowledge and best practices by conducting action research investigations during the process of implementing new initiatives.

What does it take to get there?

It starts with a vision. In her closing remarks at the ACS Athens Colloquium held this past April to report on and share the findings of our school-wide research, Dr. Jane Pruitt, our MSA Visitor, stated, “Accreditation provides a systematic process that requires a school to ask why it exists, to establish a vision for the future, and to determine specific paths for reaching that vision.” At ACS Athens our work is guided by a commitment to making our vision real: Empowering individuals to transform the world as architects of their own learning.

How is the vision translated into action?

Dr. Pruitt also reminded us that “excellence is not accidental, but it is the result of a deliberate decision to continue to achieve excellence.” This means that a successful school must have a commitment – shared by all stakeholders – to an educational model that has the pursuit of excellence (intellectual, academic, social, physical, emotional, ethical) at its core. At ACS Athens, we are committed to the implementation of an educational model that we call



DR. STEFANOS GIALAMAS SPEAKING

“MSA CHOSE ACS ATHENS TO BE THE FIRST INTERNATIONAL SCHOOL TO PILOT A NEW ACCREDITATION PROTOCOL THAT THEY CALL SUSTAINING EXCELLENCE”

the Global Morfosis Paradigm, which holds that for learning to be successful, the teaching and learning experience must be holistic, harmonious and meaningful – and guided by ethos.

This is a school-wide commitment, shared by Board, administration, faculty and staff. Specifically, this means that as educators, we are committed to continuing professional development and life-long learning; to becoming mentors, guides and inspirers by example; to creating a culture that sets high standards for civic responsibility, based on respect and caring; to sustaining a notion of professionalism that encourages us to take risks and to escape from a fear of implementing innovation. In this way, our school professionals become the “architects of their own learning,” that we wish our students to become.

What kind of leadership is needed to promote such a commitment?

Leadership, too, must model the kind of learning it wishes to inspire. Educators committed to implementing the GMP model we’ve described need leaders who will provide support (time,

resources, training, vision), encouragement, genuine recognition of effort, and venues and vehicles for sharing new knowledge and best practices. At ACS Athens, the latter includes promoting conference presentation and attendance; participation in our teacher-developed Collaborative Learning Communities; publication in in-house and public academic, educational and popular journals, magazines and newspapers, webcasts and podcasts. 25 ACS Athens educators are contributing authors of a book, *Revolutionizing K-12 Blended Learning through the i2Flex Classroom Model*, which will be published this summer.

What did this process look like in action?

We are committed—as teachers and administrators—to modeling in our own work, the kind of student-centered, inquiry-based learning model we wish our students to engage in. We can best describe the process of engaging with the Sustaining Excellence protocol as a series of five steps: action research, creating new knowledge, empowering individuals, providing “safe” and constructive feedback – to create a learning experience that is transformative at

THE INTERVIEW



GRADUATING CLASS

a deep level. By “transformative,” we mean an experience that reshapes the way we think, understand, act and perceive what is possible. These same five stages define the kind of learning experiences we want to create for our students in and out of the classroom.

What can you point to as manifestations of success?

First, there is the fact that we have been re-accredited by MSA on the basis of meeting and exceeding their 12 standards of quality and on the basis of our research proposal and the presentation of the results of our research at the Colloquium. A number of our faculty presentations at the Colloquium have been archived on our website (<http://www.acs.gr/colloquium2016#colloquium-ph-v>) they truly demonstrate the level of intellectual and academic excellence, born of a genuine passion for teaching and learning, that mark their work. Or we can see it in the work of our students daily in the classroom: in the investigations designed by students in our Elementary School Science Center; or in the experience of fourth

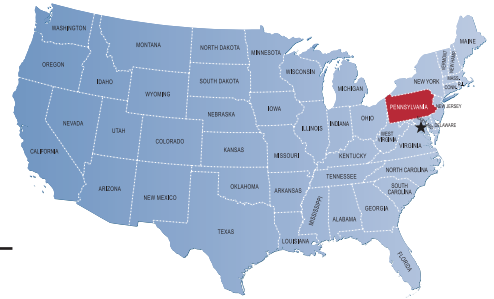
graders learning math as they interact with our canine partners in the Dogs in Learning project; or in our eighth graders demonstrating the knowledge and understanding they gained from a year-long research into the refugee/migration crisis in a student-organized and led Model United Nations. And again, we can point to the fact that over 95% of our graduating seniors have been accepted at a best fit college or university.

But there is more: becoming architects of their own learning means that students understand that they have the power (and responsibility) to turn their learning into action. The refugee/migration project we mentioned earlier began with a question from two middle school students who asked what they and their classmates could do to assist the refugees and migrants in Greece. Their question led to a year-long collaborative investigation into the roots and realities of the current crisis, which, in turn, led to their holding a day-long conference devoted to the issue as well as their organizing three targeted campaigns to collect specific items their research had taught them that the refugees

and migrants in Greece needed – and which were then delivered to refugees and migrants in Lesvos and Pireaus by students and teachers and administrators. And their work was the impetus for our current initiative -- again a collaborative effort by students, teachers and administrators – to provide a meaningful educational and recreational experience for a group of unaccompanied migrant children in our Summer Camp. Reflection on this initiative will allow all involved to plan future action – and the cycle of research translated to praxis continues. 🐾

“
**BECOMING ARCHITECTS OF THEIR OWN
LEARNING MEANS THAT STUDENTS
UNDERSTAND THAT THEY HAVE THE
POWER (AND RESPONSIBILITY) TO TURN
THEIR LEARNING INTO ACTION**”

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



WARHOL MUSEUM

Pennsylvania, the Keystone State, was named for its role in the struggle for independence and creation of a new nation. It was the geographic and economic center of the 13 original colonies and the bridge across the Appalachian Mountains, linking the East coast to Lake Erie and western U.S. Philadelphia, the birthplace of American Independence and home of the Liberty Bell, draws millions annually to follow the footsteps of the Founding Fathers at Independence National Historical Park. This port city has world-class museums including the Art Museum with more than 225,000 works and a vibrant cultural scene anchored by the Kimmel Center. Pittsburgh, with its industrial heritage, enjoys a beautiful location where two rivers meet to create the Ohio, with more bridges than any city in the world. Attractions include the Carnegie Science Center, Warhol Museum, the National Aviary, and inclined tramways affording panoramic views. The countryside offers family resorts and romantic retreats in the Pocono Mountains and charming inns of Bucks County and the Lehigh Valley. Outside you find waterfalls, fishing, the biking trails of the Great Allegheny Passage, Longwood Gardens, and the Civil War battlefields and Eisenhower farm in Gettysburg. Experience the Wyeth Art Museum in the Brandywine Valley and the Amish and Mennonites of Lancaster County. 🐾

THE KEYSTONE STATE

Land Area 45,000 sq miles

Population 12,800,000

Largest City Philadelphia

Local Time 7 hrs behind Greece

Climate Warm summers, cold winters with heavy snow in mountains. Moderate rainfall throughout the year.

National Parks Independence National Historical Park and Gettysburg National Military Park plus a number of others under National Parks Service administration.

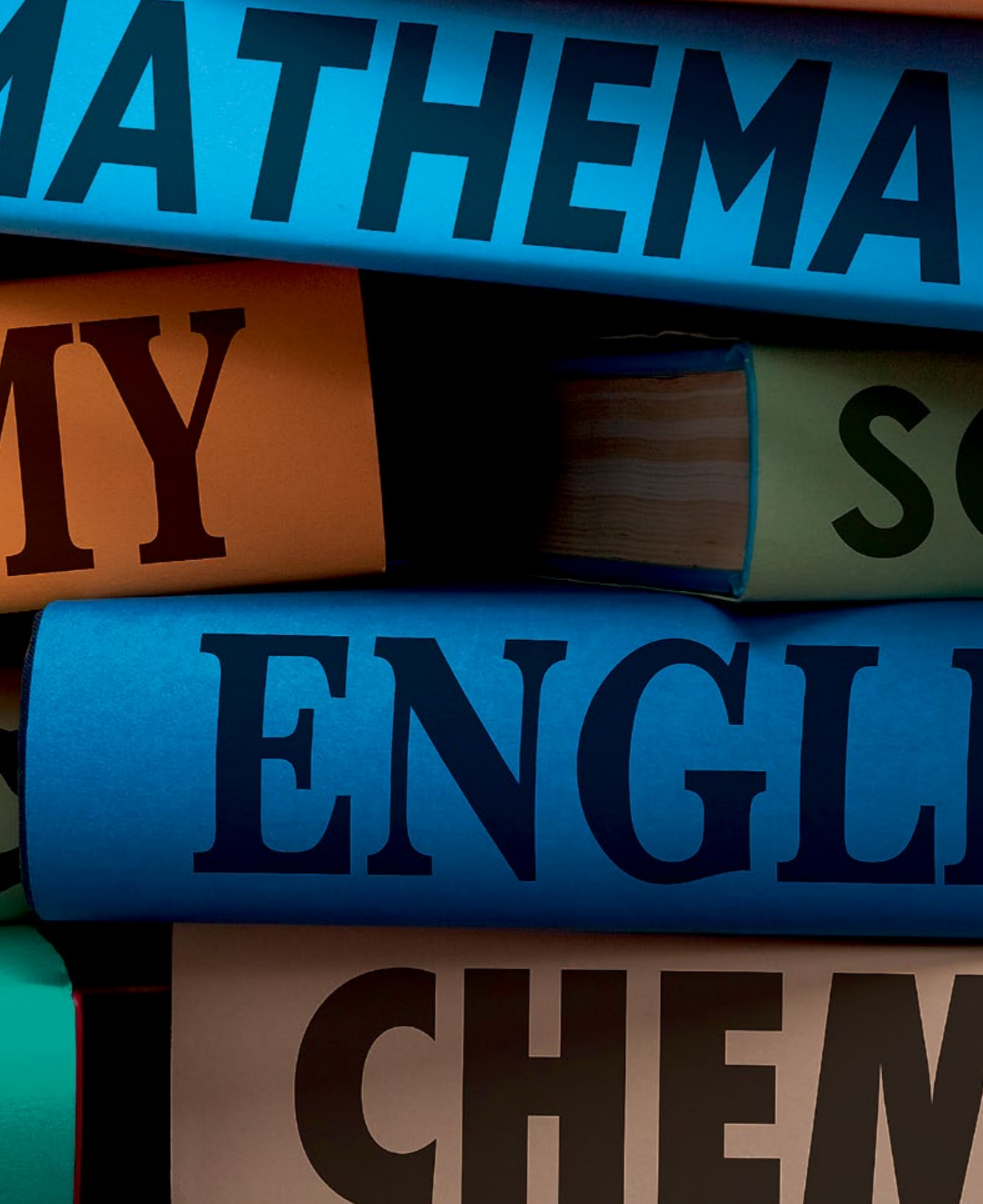
The background of the page is a stack of books. The spines of the books are visible, with large, bold letters printed on them. From top to bottom, the visible letters are: 'MATERIA' (red spine), 'M' (blue spine), 'E' (yellow spine), 'CONOM' (orange spine), 'POLITIC' (grey spine), and 'UCATION' (teal spine).

THOUGHT LEADERS

EDUCATION, STEM, AND THE HUMANITIES

BUSINESS PARTNERS ASKS THOUGHT LEADERS IN EDUCATION IF TODAY'S FOCUS ON STEM (SCIENCE, TECHNOLOGY, ENGINEERING AND MATH) IS OVERSHADOWING THE TEACHING OF HUMANITIES—AND CREATING A EDUCATIONAL PARADIGM SHIFT.

—RAYMOND MATERA



Humanities in Business Education: A New Education Paradigm?

The financial crisis in 2008 and the consequent Great Recession in the U.S. was a moment of reckoning for the international business community: the world economy was in danger and its stability and sustainability were in jeopardy. It was indeed time for soul searching of the community, for business academics and business leaders alike. Business education at the time depends on an epistemological paradigm that understands the relationship between knowledge and the world through logical empiricism, the way people exercise knowledge in practice through rational choice and the way people in organizations relate to each other through Agency Theory. Although still an ongoing discussion, the consensus appear to be that the perils for the system are internal¹: too much individualism at a manager (e.g.



prise then why many claim that “the current troubles of the world economy . . . may stem in no small part from blind trust in an exclusively economic view of business and the world.”²

The solution put forward involved the introduction of humanities as an integral part of business education. Students are invited to read great works of literature, history, philosophy and participate in various forms of art, and then to begin a process of critical reflection, that bears upon management practice, that includes experimenting and forming their own knowledge. This integration contributes in the evolution of the teaching paradigm of business education where Agency Theory is supplemented by theories of collective action in order to account for how people in firms and organizations relate to each other. Rational choice is being complemented with insights in practical reasoning as an account of how people exercise knowledge to design their worlds. Finally, logical empiricism, as an account of the relationship between knowledge and the world, is being balanced with notions of experience drawn from the arts.

Through this emerging new paradigm of business education, managers develop “phronesis” as the virtue to know not only what is good for them but also for others (and society) and proceed in doing good in their daily activity. Thus pursuing not only their own benefit but also the benefit of the society, managers achieve a “virtuous life.” Through their decisions, they streamline resources to society’s means with a balance between the individual and the common interest, bringing the economy in a sustainable growth trajectory for the benefit of all.

THROUGH THIS EMERGING NEW PARADIGM OF BUSINESS EDUCATION, MANAGERS DEVELOP “PHRONESIS” AS THE VIRTUE TO KNOW NOT ONLY WHAT IS GOOD FOR THEM BUT ALSO FOR OTHERS

personal bonuses) and a company level (priority to shareholder value) and short-termism and result-driven decisions; and a business education model that trains business graduates as “linear thinkers who view the world through a purely economic perspective understanding one-way causation”; no sur-

¹ Colby et al., 2011. “Rethinking Undergraduate Business Education: Liberal Learning for the Profession”, Carnegie Foundation for the Advancement of Teaching.

² Colby et al., op. cit.

The Liberal Arts: The Final Bastion of Civilization as We Know It

Andre Malraux in his overlooked masterpiece *Man's Fate* points out that the most amazing aspect of humankind is their escape from the random profusion of matter. They managed to create “images powerful enough to deny our nothingness.” I would argue this creative act is substantiated by our having developed a civilization. The study of the Liberal Arts is our guarantee that we will not reverse our trajectory and slip back into the primordial slime of ignorance and nothingness.

As civilization edges toward the third decade of the 21st century, the education system has lost its way. No longer can we depend on guidance from intellectuals and their educational institutions to celebrate the wisdom of the past, to instil in the seekers of knowledge the opportunity to grasp our quickly fading eroding values and ethical stances. Instead, we are preparing our youth for vocational skills that are largely outmoded before the students begin their careers. History is ignored, philosophy is not understood, literature must be topical, languages are for business enterprising not for understanding different cultures, except when it promotes how to politely close a business deal. Technology runs blindly ahead of humanistic awareness or grasp. We have developed weapons that can hone into a person's home and blow them into tiny dust motes; our personal lives assessable for scrutiny by nearly anyone under 30 and most government organizations as well. Cell phones may melt our brain cells and cause a near-autistic state when our children have actually to meet someone in person. In a sense, technological advantages are embraced without scrutiny or concern. Drugs are imbibed happily with warning labels longer than their scientific names. The concept of the family physician is virtually non-existent.

Have we gained from the industrial, rational, and technological development that permeates our modern world? Of course, but attention needs to be paid to what has been lost in the compromise. The Liberal

Arts stands for the type of education that helps us understand that human dignity can and will prevail over oppression. That despite the fact that today's world appears as a chaotic, swirling tornado of hatred, hopelessness, and dread, the Liberal Arts subjects teach us that the human spirit will endure through the morass of discord and selfish urges—from the writings

THE LIBERAL ARTS STANDS FOR THE TYPE OF EDUCATION THAT HELPS US UNDERSTAND THAT HUMAN DIGNITY CAN AND WILL PREVAIL OVER OPPRESSION

of Aristotle to Spinoza, from the art of Da Vinci to Van Gogh—we observe the courage of human beings who believed in the transcendental spark in mankind which strives beyond the pettiness, beyond the prejudices, and beyond the instinct of self-preservation when the unthinkable occurs.

Less philosophically, the essence of a Liberal Arts education is that it provides a measurable intellectual distance from mundane and habitual aspects of everyday life. It is within this primordial garden of ideas where the student is able to play with new concepts without being held hostage to their relevance in the future. In the spirit of Johan Huizinga's *Homo Ludens*, liberal arts students can make value choices from their studies; they can experiment with identity, character, or actions from both an intellectual and emotional stance. This “playing” is essential in all intellectual pursuit whether it be in between the “interplay” of speech and language or that of matter and the mind.

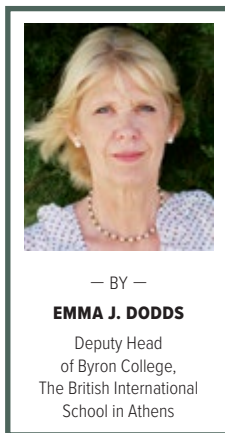


— BY —
PATRICK QUINN PhD
Dean, School of Liberal
Arts and Sciences,
Deree – The American
College of Greece

A Paradigm Shift is Essential

There is no doubt that the educational paradigm is shifting. But is it shifting rapidly enough to effectively prepare our students for the increasingly complex and ever changing demands of the 21st century workplace?

STEM is the curriculum based study of the four disciplines, Science, Technology, Engineering and Math, taken as one subject; an interdisciplinary approach reinforced by real world projects where theoretical knowledge is developed through application. This implies a switching of emphasis from the traditional teacher based focus to one orientated around the pupils. The teacher steps back becoming more of a coach than an impartor of knowledge. Teamwork, the discovery of knowledge through experimentation, which includes failure, builds up awareness of the purpose of learning, boosts self esteem and encourages pupils to



— BY —

EMMA J. DODDS

Deputy Head
of Byron College,
The British International
School in Athens

of technology required a swift advance in teaching practice. In STEM areas the demand for workers has increased three times faster than in non-STEM.

In the humanities the boundaries of subject areas also need to be reconsidered. Debate covers all areas, yet remains an extra curriculum activity. Self esteem and self confidence grow with the ability to think quickly and articulate a point of view. Pupils become independent researchers filtering and analyzing information and building up an informed knowledge of the realities of living in a global society where History, Economics, Geography, Sociology, Political Sciences, Environmental issues, Biology and the Arts are all intertwined.

Educational systems are in constant motion, swinging from side to side as governments change and new theories emerge. On a small scale, innovative schools, such as Byron College, are making the shift. On a large scale, the shift has begun but it requires a dramatic and major change in the thought patterns of teachers, school administrators and governments. A paradigm shift acknowledges that the traditional core curriculum delivers existing knowledge but does not foster the ability to adapt to an unknown future, which requires the ability to think, rethink, learn and unlearn. Education can no longer be merely the instruction of and retention of information to be assessed in a standardized fashion.

A paradigm shift is essential. Pupils need to be prompted to abandon specifics and build learning power within a framework based on the new reality. This is a reality where they need to be able to make the connections between science, humanities, current affairs and the real world. They need to be able to ask questions for which there are no correct answers and to join the dots in unique and innovative ways.

So, is the educational paradigm happening? Yes. Is it happening quickly enough? Well, that is debatable.

IN STEM AREAS THE DEMAND FOR WORKERS HAS INCREASED THREE TIMES FASTER THAN IN NON-STEM

focus on understanding. The process becomes paramount rather than the product.

Pupils have failed to appreciate, through lack of exposure and opportunity, the true strength of STEM opportunities and the economic vitality that accompanies this. In the U.K. and in the U.S.A. there is a shortage of STEM workers, evidence that our educational systems did not recognize that the fast advance

STEM and the Humanities— Converging

Is the current trend in favor of STEM over the humanities a new phenomenon in education? Evidence shows that this shift occurred in a big way between 1970 – 1985. Was it prompted perhaps by the U.S. reaction to the Soviet advances in space exploration? Perhaps.

In more recent times, the trend became more pronounced. When the recession hit the U.S. in 2008, it deeply affected the educational landscape. As family disposable income shrank, the housing market dropped, and fresh loans became inaccessible, a wave of financial insecurity swept the U.S. and other western societies. Students in college, overburdened with student loans, set their sight on how to achieve a fast entry into the job market. Majoring in engineering, physics, mathematics and other hard sciences, particularly bio-engineering, informatics, and robotics, seemed to guarantee the first job. The U.S. government shifted resources dedicated to education, in support of the positive sciences and away from the humanities. The Obama Administration even proposed to rate colleges and universities by the earnings of their alumni. STEM departments saw their student population grow as did the departments of business, finance, marketing; all offering job skills attractive to employers.

Are we now educating a generation of students that will be well prepared for the job market but citizens lacking depth and critical thinking? Are we turning our backs to the most wonderful aspect to liberal education, the exposure of students to various theoretical disciplines where they could learn not just how to lead an affluent life, but a fulfilled, “good” life, in the Platonic sense? Philosophy and literature can teach one how to exercise critical and independent thinking. What better means is there in defense of democracy and against populism?

As for the fallacious argument that employers prefer STEM-trained employees, it is by no means certain that employers give precedence to STEM graduates

when they are hiring for managerial positions. A person with a background in languages and philosophy will be more in a position to articulate thoughts succinctly, explaining ideas and arguments. Furthermore, statistics show that salaries of humanities graduates may well be lower in the entry level, but over the years

PHILOSOPHY AND LITERATURE CAN TEACH ONE HOW TO EXERCISE CRITICAL AND INDEPENDENT THINKING. WHAT BETTER MEANS IS THERE IN DEFENSE OF DEMOCRACY AND AGAINST POPULISM?

they overtake those of STEM graduates.

What is the picture today? STEM and the humanities are not in divergent paths; they are converging. A case in point is the number of new university initiatives in Asia, where traditional polytechnic institutions are incorporating the humanities into their curriculum. Yale, a liberal arts university, has established a partnership with National University of Singapore (Yale-NUS). Duke has now a partnership with Wuhan University in China (Duke Kunshan University), and NYU with East China Normal University (NYU Shanghai). There are many other examples where STEM comes to collaborate with the humanities to produce an educational outcome fit for our times.

STEM and the humanities is not a black and white situation. In the long run, they are destined to collaborate to support innovation in university curriculum and social cohesion.



— BY —

**ALEXIS
PHYLACTOPOULOS**

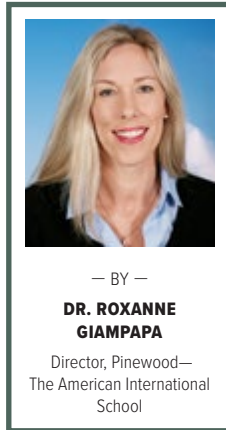
President of CYA /
DIKEMES (College Year
in Athens / International
Center of Hellenic and
Mediterranean Studies

Attaining Global Competencies: Illuminating a Better, More Significant Path for Learning

An estimated one billion people live without access to clean drinking water in the world. At its most fundamental level, this is a problem of humanity and it is the responsibility of our schools to cultivate the future scientists and historians, engineers and policy makers, anthropologists and computer scientists, artists and mathematicians who will solve this and other vital issues.

Such an endeavor involves a deliberate shift from the traditional archetype of schooling whereby subjects are taught in isolation, students are tracked into high and low, learning is confined to textbook content and collaboration is only a luxury if time permits. Indeed, the duty of educators to illuminate a better, more significant path for learning has never been more pronounced as it is today.

Drawing on Pinewood American International School's work in this area, the practice of interdisciplinary collaboration and thoughtful support for a growth mindset have proven effective in orienting students away from traditional learning and towards a new path; specifically, the attainment of global competencies. OECD's Education Director explains the shift towards attaining global competencies in education as follows: In the past, education was about teaching people something. Now, it is about ensuring that children develop a reliable compass, obtain navigation skills and resilient character qualities,



collaborate and trust across differences, and appreciate varying ideas, perspectives and values in order to confidently face an ambiguous world.

Interdisciplinary collaboration, or teaching as a confluence of STEM and the Humanities, is an indispensable approach for today's learners. Students must understand that there are connections between the natural sciences, social sciences and the arts. As an example, Pinewood's Physics teacher and Dance teacher have designed a joint project whereby the principles of mechanics are further understood through originally-created choreographies based on the theory of rotational motion and relative to the core elements of dance. This not only allows students to understand mechanics more easily, it also requires that they approach physics from a new perspective, just as scientists do in the real world when trying to solve issues of humanity. Through this approach, students learn the content while also becoming critical and creative problem solvers and more articulate communicators.

In order for all students to be interested and engaged in interdisciplinary learning, they must perceive their abilities as adjustable, not fixed. Thus, the teachers' role has expanded to that of 'coach' in order to support students in developing what Stanford's Carol Dweck calls a growth mindset. More precisely, students who understand that intelligence can be developed through hard work, effort and trying new strategies—a growth mindset—will approach learning with motivation and achieve in more diverse areas of the curriculum. This is in comparison to those who believe that intelligence is fixed—a fixed mindset—and that there are simply kids who are good or bad at specific subjects and that's just the way it is. Cultivating a growth mindset in schools establishes a powerful shift in students' abilities to successfully collaborate in all subject areas and is the best way to prepare them for their future.

If schools practice the shift towards teaching global competencies in the manner described herein, it will yield students who will one day live in a world where the problems of humanity are diminished. And, as more schools climb onboard, we can imagine great potential for the future of education and schooling.

CULTIVATING A GROWTH MINDSET IN SCHOOLS ESTABLISHES A POWERFUL SHIFT IN STUDENTS' ABILITIES TO SUCCESSFULLY COLLABORATE IN ALL SUBJECT AREAS AND IS THE BEST WAY TO PREPARE THEM FOR THEIR FUTURE

Adding the “A” to STEM

There is no doubt we live in a polarized world. On this we can agree. But we can also agree that it is our communities’ growing inability to harmonize opposites; to find a common trajectory where commonalities don’t exist, that has fed much of society’s most pressing problems.

As the pace of our lives changes, as technology permeates every facet of our social selves and dictates most professional activity, our priorities in education have moved towards technical and technological proficiency. The “hard sciences” have taken center stage, slowly at first and then with increasing force and speed, pushing all other subjects to the sidelines. At the core, most academic curricula, however we chose to present them, focus on making students leaders in Science Technology Engineering and Math. STEM is the undisputed mot du jour, and not only in academic circles.

Most would consider this a necessary development, myself included. It would be unwise to send our students out into the world without these absolutely essential tools. Much like sending a soldier into battle with a bow and arrow when the enemy is wielding firearms – it’s just not good business.

And yet, this unmistakable shift in the academic paradigm away from the humanities presents its own set of dangers. One-sidedness is almost always a terrible mistake.

If we trace the history of the western world, one of the most perfect systems of learning, discovery and intellectual exploration was the one in place in ancient Athens, wherein all disciplines—from math and physics to geography and philosophy—went into shaping a well-rounded individual; one who also took care to exercise his cognitive powers in a healthy body. The products of this spherical approach we see around us to this very day; they are the pillars on which we continue to build.

We used to see the intrinsic value in the pairing of

opposites. At the American Farm School and Perrotis College, we have had to embrace the challenge of creating a functional, effective program for our students by harnessing forces pulling in opposite directions. Be it the practical with the theoretical, the Greek educational system with the American, we choose to see

LEADING EDUCATORS ARE NOW ADVOCATING STEAM (SCIENCE TECHNOLOGY ENGINEERING ARTS AND MATH)—WE ALREADY PRACTICE STEAM WITH A TWIST (WHERE THE A STANDS FOR AGRICULTURE)

these unlikely pairings as the source of our strength. Guided by the notion that harmony, but most importantly growth and positive change can only be generated by a thorough knowledge of the most contemporary tools at our disposal, we put a clear emphasis on STEM, from our Primary division all the way through to the College level. But a focus on STEM subjects doesn’t have to mean the exclusion of the humanities from the curriculum. Leading educators are now advocating STEAM (Science Technology Engineering Arts and Math)—we already practice STEAM with a twist (where the A stands for Agriculture).

Perhaps instead of weighing the relative importance of the humanities against that of the sciences, we need to acknowledge that they are both relevant. Remember that distinctions exist, but truly creative discovery comes from what we may believe to be the most unorthodox pairings.



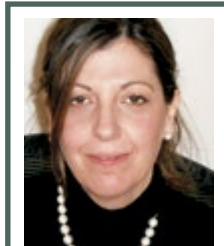
— BY —

PANOS KANELIS

Ph.D., President,
American Farm School &
Perrotis College

The Dichotomy of STEM and Humanities is Misleading and Obsolete

The debate over the distinction between Sciences, Technology, Engineering and Mathematics (STEM) and Humanities, the Arts and the Social Sciences is not only misleading but also obsolete. It is the product of tight governmental budgets for education which lead them to prioritize funding on the basis of which option brings better and rather faster return on investment. Although this concern is not erroneous—by definition an investment should generate income or appreciate in the future—the assumption that STEM secures more growth and benefits than Humanities is misleading. It stems from the ascendancy of corporate culture that permeates all aspects of life in westernized societies, where neoliberalism has imposed market-driven values such as individualism, competition and consumption. Within this context of increased pressure to replace public support with revenues raised either by student tuition or by aggressive competition in the market, the distinction between higher education institutions and business is undermined. Large corporations increasingly are willing to provide the resources in return for having a say on how research funds are to be spent and allocated. Although the collaboration of Academia with Industry is necessary in order to support the creation of common intellectual capital, the encroaching of market-driven demands on universities suppresses the primary mission of higher education, which is the development of a critical and



— BY —

ALEXANDRA KAONI

MA, MPhil, MBA, PhD,
Deputy General Manager
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York College

productive democratic citizenship. On the other hand, looking back with admiration on what was considered to be the ‘golden age’ of higher education, where a handful of elite colleges devoted themselves purely to teaching and scholarship, one not only subscribes to social isolation, but also, in Mannheim’s terms, to utopia—a state of mind that is incongruous with reality. Moreover, the distinction between STEM and Humanities is obsolete because the interdisciplinary dialogue between the two has provided opportunities for common projects without compromising the interests of the investors, nor the values of Academia. For example, New York College has introduced a number of courses within its curricula that bridge the distinction by bringing students of different disciplines together in acquiring experiences, skills and values transferable to a wide range of careers. The course ‘Ideas in Mathematics and Sciences’ sharpens science students’ reasoning through history and philosophy and the course ‘Literature and Visual Culture’ immerses business, IT and science students in the debates surrounding the rise of visual culture in contemporary society, thus enhancing their visual literacy, creativity, and innovative thinking.

It is this combination of skills afforded to graduates through courses, where the methods, values and ideas from STEM and Humanities interact, that Academia and Industry alike should focus on. The recent refugee crisis with traffickers and criminals preying on thousands of vulnerable children has occurred at a time where the economy and society does not lack in mathematicians or engineers; but rather in values such as critical education, public morality and civic responsibility. Investment in interdisciplinary projects and reengagement with the values underpinning the inquiries made by the Humanities can generate growth and benefits which would exceed the return to the individual or corporations, and spill over to the economy and society in general in the form of less crime, increased participation in democratic institutions and social cohesion. It is the responsibility of the Humanities, the Arts, and the Social Sciences stakeholders, to leave behind their self-complacency, and make a clear and reasoned argument for the importance of their discipline and its relevance to today’s world.

THE DISTINCTION BETWEEN STEM AND HUMANITIES IS OBSOLETE; THE DIALOGUE BETWEEN THE TWO HAS PROVIDED OPPORTUNITIES FOR COMMON PROJECTS WITHOUT COMPROMISING THE INTERESTS OF THE INVESTORS, NOR THE VALUES OF ACADEMIA

Shaping the Classrooms of Tomorrow Through STEM and Innovation


Learning in the 21st century requires a new school ecosystem, very different from the “industrial model school” of the 19th century which is still followed in many schools today, a model that has continued to force students to learn collectively, in a routine, identical, day-to-day format, as if they were parts of an assembly line. As John Dewey said, “If we teach today as we taught yesterday, we rob our children of tomorrow...” Modern learning paradigms support that learning is much more effective when it is creative and exploratory, tailored, with respect to pace and method, to each particular student. This requires that the school and the teacher gradually encourage students to ask questions and seek answers, following a problem-solving process, “building” a knowledge that is functional rather than passive, which will spur them on to look for those answers and find solutions in the real world, not simply in controlled environments, but also when confronted with unfamiliar or unexpected situations. Anatolia College, following its commitment to promoting new learning approaches, as chronicled throughout its rich history and highlighted by such examples as the implementation of the Middle Years Program and the launching of CTY Greece, is currently developing its own “innovation aisle,” consisting of a multi-disciplinary, collaborative exchange zone, a Fabrication Laboratory (Fab Lab), and a Green Chemistry Lab, the first of this kind at the high school level, aimed at educating young students in the green way, enhancing their environmental consciousness and enabling them to become responsible citizens of the future.

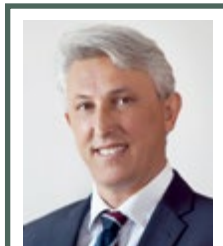
Educational spaces in the 21st century need to be flexible, adaptable and capable of quick reconfiguration, designed to support a multitude of intended learning activities from traditional instruction to group collaboration or independent work. As such, they can support the full integration of technology into the school curriculum, allowing educators to employ a variety of

pedagogies and teaching styles. Furthermore, we must ensure students feel comfortable in their learning environment; we can accomplish that with large, open surfaces that stimulate the senses, along with bright colors, natural lighting, and interesting room designs. A Fab Lab is the prime example of how all elements of these new paradigms can come together in one space; an educational outreach component of MIT’s Center for Bits and Atoms (CBA), comprising off-the-shelf,

“IF WE TEACH TODAY AS WE TAUGHT YESTERDAY, WE ROB OUR CHILDREN OF TOMORROW...” — JOHN DEWEY

industrial-grade fabrication and electronics tools, wrapped in open source. Originally designed for communities as prototyping platforms for local entrepreneurship, Fab Labs and are now increasingly being adopted by schools as platforms for project-based, hands-on STEM education. Users learn by designing and creating objects of personal interest or importance. Empowered by the experience of making something themselves, they both learn and mentor each other, gaining deeper knowledge about the machines, the materials, the design process, and the engineering that goes into invention and innovation.

In modern educational settings, learning happens in an authentic, engaging, and personal context, one in which students go through a cycle of imagination, creation, reflection, and iteration as they seek to find solutions and strive to bring their ideas to life. Anatolia College is devoted to providing such an environment to its learners across all levels of education. 



— BY —
PANOS N. VLACHOS
 Ph.D., President,
 Anatolia College



RETURNING TO TRUST

The 5th Greek Investment Forum, focused on assessing the Greek economy within an environment of trust, based on the successful evaluation of Greece by its institutional partners, was held in New York June 21-22.

The Forum is held annually in New York by the Athens Stock Exchange in cooperation with the American-Hellenic Chamber of Commerce. Despite the challenges remaining in Greece, American-based investors continue to show a keen interest in the Greek economy, knowing that significant progress has been achieved and that opportunities exist that can be tapped into.

During the forum upper management, representatives, and investor relations managers of the Greek companies met in private meetings with fund managers and investment houses. The Forum hosted 350 private meetings with 55 investment funds and 72 portfolio managers.

The CEO of HELEX Group, Socrates Lazaridis, said: “During this year’s Forum, the positive prospects of the Greek economy were examined in a climate of trust, since the evaluation has been completed and the decisions to follow were presented to investors in New York.”

Listed companies and the Greek participants of the Greek market had the opportunity to present the overall economic outlook for Greece as well as their individual businesses to the participating institutional investors.

Key figures of the Greek Capital Market include:

Stable participation of foreign investors, both in terms of cap-

“DURING THIS YEAR’S FORUM, THE POSITIVE PROSPECTS OF THE GREEK ECONOMY WERE EXAMINED IN A CLIMATE OF TRUST, SINCE THE EVALUATION HAS BEEN COMPLETED AND THE DECISIONS TO FOLLOW WERE PRESENTED TO INVESTORS IN NEW YORK.” — SOCRATES LAZARIDIS, CEO, HELEX GROUP

LEFT: DELEGATES GATHER FOR A GROUP PHOTO;
RIGHT: SOCRATES LAZARIDIS,, GEORGE STATHAKIS, SIMOS ANASTASOPOULOS

italization and daily trading activity, with capital flows from abroad positive for the last four years. In particular, the US investors, in terms of their holdings in the overall capitalization of the Greek Stock Exchange, have increased their share to 12.9% in 2016 from 11.8% in 2015.

The Greek market has considerable margins for convergence in terms of market capitalization to GDP since this ratio is close to just ¼ of the European average.

The key figures of listed companies of the non-financial sector were very positive for 2015. Eighty companies showed profits, sixty two reduced their losses, profitability improved (EBITDA was up by 17%), turnover decreased marginally by 4%, and finally, the long-term debt also presented a decrease (-6%).

The President of the American-Hellenic Chamber of Commerce, Simos Anastasopoulos, said that after the recent agreement with our Partners and the closing of the evaluation process, conditions for the restoration of stability and conditions for the development of the Greek economy have been created, yet it is necessary that we all, state, citizens and businesses, realize the importance and necessity to implement the structural changes that will allow Greece to become a modern competitive economy and claim the development that it deserves.

MINISTER STATHAKIS

Minister of Economy, Development and Tourism George Stathakis spoke of the potential of the country's export industry, that represents about 9% of Greece's GDP, and said it would be an extremely significant improvement for the economy if this rate reached 20%—the level of Portugal.

Regarding the Greek economy, he said that it will recover its dynamic character, and the capability to be competitive, making use of the country's comparative advantages: in shipping, tourism, agri-food, energy, logistics, cultural and creative industries, environment, materials/construction and the health sector.

And of course, special attention should be paid to the country's human capital—one in two Greeks is a university graduate. 🇬🇷



SPONSORS

Sponsors of this year's Forum were five of the largest Greek brokerages: Alpha Finance, Eurobank Equities and its partner Auerbach Grayson, EUROXX Securities and its partner ConvergEx, NBG Securities and Piraeus Securities, as well as the international investment bank Morgan Stanley.

PARTICIPANTS—GREEK LISTED COMPANIES

Listed companies that participated in this year's Forum:

1. ALPHA BANK
2. GRIVALIA PROPERTIES REIC
3. MARFIN INVESTMENT GROUP
4. FOURLIS
5. AEGEAN AIRLINES
6. NATIONAL BANK OF GREECE
7. NBG PANGAIA REIC
8. HELLENIC PETROLEUM
9. INTRALOT
10. METKA
11. MOTOR OIL
12. MYTILINEOS HOLDINGS
13. SARANTIS GROUP
14. OPAP
15. THRACE PLASTICS
16. TITAN
17. EUROBANK
18. ATTICA BANK
19. PIRAEUS BANK
20. ATHENS EXCHANGE GROUP, ATHENS STOCK EXCHANGE

“CONDITIONS FOR THE RESTORATION OF STABILITY AND FOR THE DEVELOPMENT OF THE GREEK ECONOMY EXIST, PROVIDED THAT WE ALL REALIZE THE IMPORTANCE AND NECESSITY TO IMPLEMENT STRUCTURAL CHANGES FOR GREECE TO BECOME COMPETITIVE.” —SIMOS ANASTASOPOULOS, PRESIDENT, AMERICAN-HELLENIC CHAMBER OF COMMERCE

TRUST IN THE FUTURE OF GREECE

Coca-Cola demonstrates trust in Greece's prospects by investing in the country and enhancing its role as hub of international business activities

In May 2016 Coca-Cola announced its new streamlined international structure, in the context of which Athens not only maintains, but further enhances its important role as headquarters of the newly expanded "Central and Eastern Europe" Business Unit. Belarus, Russia and Ukraine have been added to its region now representing 26 countries in total, one of the largest and most diverse Coca-Cola business units globally.

That announcement constitutes the latest manifestation of Coca-Cola's strong support to Greece, as the Company and its local bottling partner, Coca-Cola Tria Epsilon—a member of the Coca-Cola Hellenic Bottling Company (HBC)—continue investing in the country's prospects and in Greek talent. It is decisions and developments such as this one that cement and expand Coca-Cola's long-standing local presence in Greece, dating back to 1969.

2015: A MILESTONE YEAR LAYING THE FOUNDATIONS FOR THE COCA-COLA SYSTEM'S SUSTAINABLE GROWTH IN GREECE

COCA-COLA TRIA EPSILON INVESTS 24M EUR TO TRANSFORM SCHIMATARI INTO A MEGA-PLANT

On top of the €275 million already invested in Greece over the past five years, Coca-Cola Tria Epsilon announced in late 2015 an ambitious investment plan to transform its Schimatari facility into a mega-plant. The first of its kind in Greece and the 7th largest production unit amongst the 28 countries of the Coca-Cola HBC Group, the extended and upgraded Schimatari facility will also increase the company's export potential. Today, Coca-Cola Tria Epsilon's main export market is neighboring Bulgaria, with 100% of that country's needs in Coca-Cola, Coca-Cola Zero, Coca-Cola Light and Sprite aluminum cans being covered by Greek production.

€43 MILLION INVESTMENT BY COCA-COLA HBC IN A STATE-OF-THE-ART DATA CENTER

A second significant investment was announced in 2015, regarding the selection of Greece for the establishment of a Coca-Cola HBC cutting-edge Data Center, a €43 million ICT project to be operated by the OTE Group. The Center will support all 28 countries in which Coca-Cola HBC operates, while ranking in the top-3 of the largest data centers operating in Europe, Middle East and Africa. It will be servicing 36,000 Coca-Cola HBC employees and 593 million consumers from Ireland to Russia on a 24/7/365 basis.

A POSITIVE FORCE IN GREECE, ADDING VALUE TO THE LOCAL ECONOMY, EMPLOYMENT AND COMMUNITIES

The Coca-Cola System, comprised of The Coca-Cola Company in Greece and its bottling partner Coca-Cola Tria Epsilon, has been a part of Greek history for the past 47 years, supporting

local communities and relying on local employees, customers and consumers for its operations. In order to understand and quantify the impact of its presence in Greece, it recently conducted a socio-economic impact study. As demonstrated by the results, the Coca-Cola System's activity in Greece offers direct employment to 1,844 people, employing almost 1 in 2 workers in the soft drinks sector and having the largest sales force in Greece. They are also investing significantly in community and CSR programs, with €14 million invested between 2010 and 2015.

GREECE, THE HUB OF COCA-COLA'S SOCIAL MEDIA ACTIVITY FOR CENTRAL AND SOUTHERN EUROPE

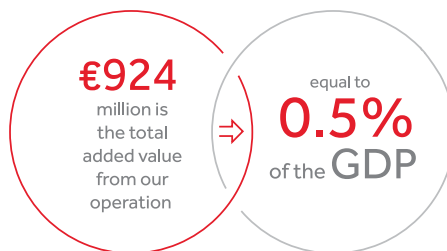
Coca-Cola believes in young Greek talent. Thus, demonstrating said belief in practice, in 2013 it selected Greece amongst the 23 countries comprising the Central and Southern Europe business unit, as the hub of its social media activity. Two-and-a-half years later, a dynamic and passionate team of mainly young Greek digital experts drive Coca-Cola's social media and consumer engagement strategies for a diverse group of countries and cultures, operating out of their Athens HQ.

YOUNG GREEK TALENT AND THEIR POWER TO ACT AS "CHANGE-MAKERS"

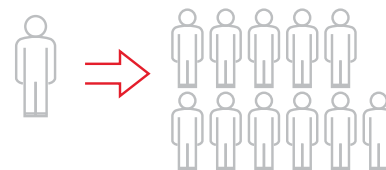
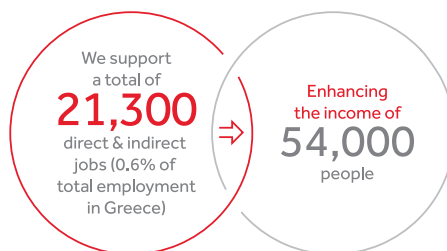
Coca-Cola acknowledges that Greek youths need support in unleashing their potential and channeling their passion to become "change makers", i.e. a driving force for Greece's recovery. That is why one of Coca-Cola's key Community Well-being pillars in the country is to stand by young people, help them discover their entrepreneurial talents, and increase their employability. In that context, Coca-Cola and Coca-Cola Tria Epsilon support a variety of relevant initiatives, such as the ReGeneration Trainee Program, offering talented graduates the opportunity to gain a holistic trainee experience; the Entrepreneurship School, assisting young Greek entrepreneurs realize their business ideas; and the Coca-Cola Tria Epsilon Graduate Trainee Program, that gives young people the chance to develop a career in the company, over the past 26 years. 🍹



96% OF THE COCA-COLA SYSTEM'S PRODUCTS ARE PRODUCED IN GREECE, WHILE BULGARIA IS A KEY EXPORT MARKET.



Our total direct & indirect tax contribution amounts to **1%** of total Greek tax revenue (€)



Every direct job supports another **11** jobs in the Greek economy

IMPACT FROM THE COCA-COLA SYSTEM'S OPERATIONS IN GREECE.

“WE ARE CONFIDENT ABOUT GREECE’S FUTURE PROSPECTS AND THE VALUABLE ROLE IT CAN PLAY IN OUR INTERNATIONAL BUSINESS ACTIVITIES.”

—NIKOS KOUMETTIS, PRESIDENT, COCA-COLA CENTRAL AND EASTERN EUROPE BUSINESS UNIT, WITH HQ IN ATHENS.

Biopolicy— A NEEDED VISION FOR PROFIT

MEETING ECONOMIC, ENVIRONMENTAL AND LEADERSHIP CHALLENGES

BUILDING A CLIMATE RESILIENT ECONOMY

In view of growing climate risks, the global economy needs to consider major reforms to spark renewed growth and to advance both economic and climate goals together.

Climate variability is already a major source of insecurity, which could overshadow economic development in the years to come. Natural disasters inflict significant economic costs, with overall annual losses estimated between \$US 250 billion and \$US 300 billion. Alongside warming temperatures, air pollution, extreme weather events, and changing patterns of rainfall and drought are posing diverse risks to the world's economies. GHG emissions lead to an estimated 3.7 million premature deaths globally each year, with millions more suffering from respiratory illnesses, affecting overall welfare and quality of life. If left unmitigated, it is estimated that climate change will reduce global economic production, as well as per capita income, by as much as 23% by the year 2100. Low-income countries, which comprise about 11% of the world's population, are characterized by a high reliance on agriculture and other primary sectors, which are profoundly affected by climate change.

Tackling the challenge of climate-smart and sustainable growth will require strong institutional capacity and radical shifts in investments and resource use. GDP, which main-

ly measures market transactions, served as a reliable signpost of progress for decades, but present social and environmental needs make it imperative to instate new primary policy goals and new ways of evaluating profit so as to build climate resilience and ensure development with a vision.

CHANGING BUSINESS EDUCATION

For this effort to succeed, business schools will have to start building climate focused fundamental capabilities and promote structural change. The over-consumerism mentality which has led humanity to a dead-end needs to be replaced by an educational perspective that prepares current and future business leaders and professionals to embrace climate change not as a mere question of responsibility but as pivotal to almost every aspect of a business operation. In this context, business schools need to embed climate-related courses into their curricula and build lasting relationships with thought leaders and decision makers for effective climate change adaptation strategies. The goals of business school education should shift from a focus on conventional business functions to a broader vision of skills and competencies, including the integration of the social dimensions of climate change, as well as a complete cross-disciplinary and cross-cultural approach.

RE-EVALUATING THE CONCEPT OF PROFIT

A re-evaluation of the concept of profit is vital, in order to include parameters such as health, education, culture, international cooperation and guidelines for climate change mitigation, elements which constitute a genuine “profit” for society. Biodiplomacy for the protection of bios—life—on our planet can inspire leaders to understand the value of cooperation in climate change mitigation and our interdependence with each other and with all forms of life as the true wealth of humanity. Furthermore, with the “bio-assessment of technology,” which the Biopolitics



— BY —

PROFESSOR AGNI VLAVIANOS ARVANITIS

President and Founder,
Biopolitics International
Organisation and Hellenic
Chapter of the Club of
Rome, Fellow, World
Academy of Art and Science
www.biopolitics.gr

What is AI?

Artificial intelligence is a branch of computer science that aims to create intelligent machines. It has become an essential part of the technology industry.

Research associated with artificial intelligence is highly technical and specialized. The core problems of artificial intelligence include programming computers for certain traits such as:

- Knowledge
 - Reasoning
 - Problem solving
 - Perception
 - Learning
 - Planning
 - Ability to manipulate and move objects
- Knowledge engineering is a core part of AI research. Machines can often act and react like humans only if they have abundant information relating to the world. Artificial intelligence must have access to objects, categories, properties and relations between all of them to implement knowledge engineering. Initiating common sense, reasoning and problem-solving power in machines is a difficult and tedious approach.



Machine learning is another core part of AI. Learning without any kind of supervision requires an ability to identify patterns in streams of inputs, whereas learning with adequate supervision involves classification and numerical regressions. Classification determines the category an object belongs to and regression deals with obtaining a set of numerical input or output examples, thereby discovering functions enabling the generation of

suitable outputs from respective inputs. Mathematical analysis of machine learning algorithms and their performance is a well-defined branch of theoretical computer science often referred to as computational learning theory.

Machine perception deals with the capability to use sensory inputs to deduce the different aspects of the world, while computer vision is the power to analyze visual inputs with few sub-problems such as facial, object and speech recognition.

Robotics is also a major field related to AI. Robots require intelligence to handle tasks such as object manipulation and navigation, along with sub-problems of localization, motion planning and mapping.

MORAL ISSUES + AI

AI poses a number of major moral challenges that include agency and responsibility, decision making, employment loss, military applications, privacy issues, human dignity, and unintended consequences.

Source—www.techopedia.com

The Green Party

Set amid the Papagou Alsos (grove), Piu Verde is an escape from the urban harshness and can be whatever you want it to be—a café, a cocktail bar, a snack spot, or somewhere to enjoy breakfast, lunch or dinner—in a green urban oasis. With a wide menu to suit most tastes, Piu Verde provides a fairly standard selection with enough modern twists to keep things interesting. The all-day style menu begins with an ambitious breakfast, then moves to finger food and sandwiches, salads, pasta, risotto and pizza, burgers, crepes and waffles, sweets and ice creams, coffees, teas, energy drinks and juices, as well as a serious cocktail card.

Then there's the seasonal menu—starters, grilled meat and seafood, and “creative” items according to market freshness.

Piu Verde manages to do more and more and, because of its attractive location, pulls it off with panache. For a retreat from the heat. Whatever you want it to be.



Piu Verde
Papagou Alsos
<http://www.piu-verde.gr/>

THE BUSINESS
**BOOK
SHELF**

The Age of Entanglement

WHEN QUANTUM PHYSICS WAS REBORN

BY LOUISA GILDER, VINTAGE



In *The Age of Entanglement*, Louisa Gilder brings to life one of the pivotal debates in twentieth century physics. In 1935, Albert Einstein famously showed that, according to the quantum theory, separated particles could act as if intimately connected—a phenomenon which he derisively described as “spooky action at a distance.” In that same year, Erwin Schrödinger christened this correlation “entanglement.” Yet its existence was mostly ignored until 1964, when the Irish physicist John Bell demonstrated just how strange this entanglement really was.

Drawing on the papers, letters, and memoirs of the twentieth century’s greatest physicists, Gilder both humanizes and

dramatizes the story by employing the scientists’ own words in imagined face-to-face dialogues. The result is a richly illuminating exploration of one of the most exciting concepts of quantum physics.

According to the Chicago Tribune, the book is “Captivating. . . . A movingly human and surprisingly accessible picture of the unveiling of the quantum universe. . . . Admirably lucid.”

TRAVELOGUE

BLUE PLEASURE AT MINOS BEACH ART HOTEL



Perched on the water’s edge in Crete’s posh Elounda quarter, the Minos Beach art hotel caters to guests who want the feel of a boutique hotel without sacrificing services or facilities. Boasting deluxe accommodations—superior rooms, bungalows and villas, some with private pools, Minos Beach connects you to the local environment, through its art throughout the property, environmental connect activities, walking and biking, scuba and snorkeling, and local excursions. Dining options range from the simple to the simply sublime, with four restaurants serving traditional Cretan cuisine to gourmet selections at Le Bouillabaisse. Unwind and unravel with Ananea Wellness and a luxury massage by Aegeo Spa, energize in the gym or dip into the cool Mediterranean—all within a few steps. Minos Beach is designed for a serious break from the routine—with some serious pampering on the agenda. Minos Beach art hotel, Agios Nikolaos, Crete.

www.minosbeach.com/ (part of the blue.gr group)

BY ANDREAS STYLIANOPOULOS
PRESIDENT, NAVIGATOR TRAVEL & TOURIST SERVICES LTD

Jargonaut

WOMOBIJO

Working Mother with a Big Job

◆
SIY

Search Inside Yourself

◆
COLD PEACE

A relationship between two countries in which there is no war, no trade, no travel, and no diplomatic relations.

◆
INJECTED ADVERTISING

When third parties with sophisticated software programs upload online ads onto the Web sites of unsuspecting companies

◆
YAK SHAVING

The tedious tasks that must be done before productive work can begin; “yak shaving” may also refer to useless activity one engages in to avoid real work

◆
SMART

Self-Monitoring, Analysis and Reporting Technology

◆
TWEEN

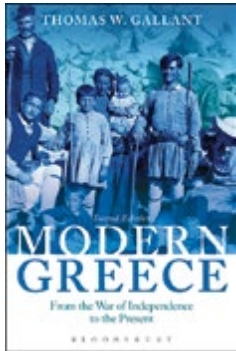
The term “tween” stands for “in between” being a teenager and a child, and generally refers to prepubescent kids who are 9-12 years old. It refers to the breaking point of a child when he or she rejects more childlike images and associations and aspires to be more like a teen.

◆
OST

On Second Thought

<http://www.netlingo.com>

Modern Greece—Updated



Modern Greece is an updated and enhanced edition of a classic survey of Greek history since the beginning of the 19th century. Giving equal weighting to social, political and diplomatic aspects, it offers detailed coverage of the formation of the Greek nation state, the global Greek diaspora, the country's relationships with Europe and the United States and a range of other topics, including women, rural areas, nationalism and the Civil War, woven together in a nuanced and highly readable narrative. Fresh material and new pedagogical features have been added throughout. Modern Greece is a crucial text for anyone looking to understand the complex history of this now troubled nation and its place in the Balkans, Europe and the modern globalized world.

Migration by Degree

In the so-called Greek brain drain an estimated three out of every four Greek university graduates have left their place of birth over the past six years in a search for better job prospects and opportunities. Most of these young people have settled into their host countries for good, according to a study by the University of Macedonia, headed by Greece's General Secretary of Strategic and Private Investment Lois Lambrianidis. 185,388 Greek university graduates left Greece from 1990 through to 2015. Of these, 139,041 left the country since 2010. Until the late 1980s there was another profile of migrants, leaving Greece with just a middle school diploma, while the education level lifted to Greeks with high school diplomas in the 1990s and an increase in education levels at the start of 2000 with 75 percent of those leaving had at least one university or technical college degree.

The last great exodus from Greece was in the two decades after World War II when mass migration waves, mainly comprised of uneducated and unskilled workers, left Greece in search for opportunities abroad.

Girls Learning



On the heels of Oracle's \$200 million commitment to support Computer Science (CS) Education for All, the White House announced Oracle's additional \$3 million investment to immerse girls worldwide in science, technology, engineering and math (STEM). The company's commitment of direct and in-kind funding supports "Let Girls Learn," a U.S. government initiative aimed at helping adolescent girls around the world go to school and stay in school.

"It takes 25 years to build a computer engineer, not 25 hours, so we need to get started," said Safrat Catz, Oracle CEO. "The computer sciences lose too many girls too early and once lost, it's nearly impossible to get them back. We want more girls focused on building upon science and math fundamentals and we want more women choosing the technical disciplines because they are both prepared to do so and because they believe it will advance their career opportunities."

EMPLOYMENT TRENDS

A study by employment search engine Kariera.gr and the Human Resources Workshop of the Marketing and Communication Department of the Economic University of Athens found that 45.6 percent of young people aged from 18-35 years receive less than 500 euros per month in net wages. Of those from 18-29 years, 45.6 percent cleared less than 500 euros per month. Most respondents placed personal and professional development (7) slightly above pay (6.98) in their choice of employment, followed by work environment (6.87), interesting employment (6.09) and job security (5.98).

The study found that the dream of working in the public sector is no longer as important with just 8 percent of young people desiring a state job, and 6 percent in the wider public sector. 73 percent of respondents wanted to work in a private sector business, whereas 9 percent want to be self-employed and 4 percent want to work in an NGO.

In the list of companies where they would most like to work, young people listed Google, followed by Coca-Cola Tria Episolon, Sklavenitis Super Market, the Hellenic Telecoms Organization, P&G Hellas, Karelia Tobacco Company, Hellenic Petroleum, Microsoft, Nestle Hellas and Elais-Unilver Hellas in their top 10 choice.





Inclusive Tourism

A Greek team has participated in a U.S. Embassy-sponsored program on Accessible Tourism for People with Disabilities!

Charleston is the second city that accessible tourism representatives from the Municipality of Thessaloniki, D.A.MOVE social enterprise and Dagipoli dance company, NGO Perpato, Prosvasis.co start-up, NGO Alli Opsi, Municipality of Komotini, and Greece4all platform visited as part of their International Visitor Leadership Program (IVLP). In Charleston the Greek delegation visited the Nathan Russell Museum House, met with representatives from NGO Achieving Wheelchair Equality and Non-Profit Adaptive Expeditions. The participants had also the opportunity to visit the Old Slave Mart Museum, the Municipality of Charleston, South Carolina and had the opportunity to meet with the ADA Coordinator for the City of Charleston and the special advisor to the Mayor of Charleston.

Charleston is a well-preserved historic city that owes much to its warm, sunny climate, and its proximity to the sea. Tourism plays a vital and important role in the economy and over the last decades the city has made efforts to attract tourists with disabilities by improving wheelchair accessibility while maintaining the integrity of the city's historic structures.

WWW.

MUSEUMS ONLINE + VIRTUAL TOURS

The Met

www.metmuseum.org/art/collection



Louvre

www.louvre.fr/en/visites-en-ligne



Smithsonian

<http://naturalhistory.si.edu/VT3/>



Guggenheim

www.guggenheim.org/collection-online



Acropolis Virtual Tour

<http://acropolis-virtualtour.gr/>



Acropolis Museum

<http://www.theacropolismuseum.gr/en>



Worcester Art Museum

<http://www.worcesterart.org/collection/>



Museum of Fine Arts Boston

<http://www.mfa.org/collections>



Virtual Currency Taskforce

The EU Commission should set up a taskforce to monitor virtual currencies, like Bitcoin, to prevent their being used to launder money or finance terrorism, according to the EU Parliament.

The proposal, set out in a resolution drafted by Jakob von Weizsäcker (S&D, DE) suggests that the taskforce, which would be overseen by the Commission, should build expertise in the underlying technology of virtual currencies. It would also be tasked with recommending any necessary legislation, but the text warns against taking a heavy-handed approach to this new technology which, it says, can offer significant opportunities for the consumer and economic development.

“To avoid stifling innovation, we favor precautionary monitoring rather than pre-emptive regulation. But IT innovations can spread very rapidly and become systemic. That’s why we call on the Commission to establish a taskforce to actively monitor how the technology evolves and to make timely proposals for specific regulation if, and when, the need arises,” said Mr von Weizsäcker.

THE WRITTEN WORD

#Reading #Greece is a new venture of Greek News Agenda. It will encompass a number of interviews with the new generation of #Greek #writers, who have attracted the attention of foreign readers and are increasingly translated into foreign languages.

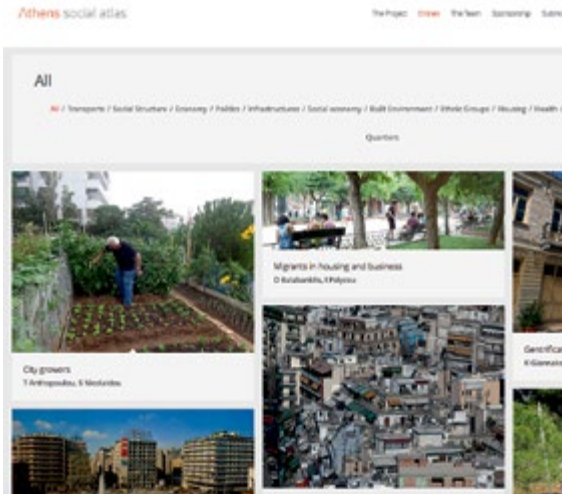
THE SPOKEN WORD

Ancient Greek History by Donald Kagan
Listen to an introductory course in Greek history tracing the development of Greek civilization as manifested in political, intellectual, and creative achievements from the Bronze Age to the end of the classical period. In iTunes

The Athens Social Atlas—

MEANINGFUL SOCIAL MEDIA

A new, exciting online project explores Athens from a variety of perspectives with a variety of data and images.



of its residents.

The Atlas also includes articles focusing on specific areas of the city such as Omonia Sq., Anafiotika, the Faliron Delta, Ipokratous Str. and others. The variety of subjects and the variety in the scope of the articles explains the decision to create an unconventional online publication that would not follow the strict guidelines of a collective volume.

The Athens Social Atlas, an online platform, highlights and critically analyzes topics concerning the social geography of Athens through multiple perspectives, focusing especially on the past 20 years. The Atlas contains texts and supporting material regarding the historical development of the Athens metropolitan area from the 19th century on, the city's social stratification, its governance, its international economic role, migrant groups, housing practices, and the daily transport

This Atlas is structured much more loosely than a standard collective volume. The articles/entries are classified into 15 main thematic groups/categories:


- History
- Culture
- Social Structure
- Built Environment
- Politics
- Planning
- Economy
- Transportation
- Education
- Infrastructure
- Health
- Neighborhoods
- Housing
- Social Economy
- Ethnic Groups

These categories are the main method of

classification, though readers may also look for entries using keywords (author's name, subject). The articles have not been uniquely associated with one category but with every category pertaining to their subject. The atlas can therefore be used as a dictionary or an encyclopaedia and not as a typical book.

The Atlas's digital form allows continuous addition of new entries and corrections/revisions of existing ones. As such, the Athens Social Atlas is an ongoing and dynamic process of identifying and adding new entries that should further enhance its role. This process is open to anyone who wishes to contribute articles and/or provide relevant material. Proposals can be submitted online (Submission). The initial group of authors includes approximately 70 experienced and young experts from various scientific backgrounds (Team).

The Department of Geography of Harokopio University is the main institutional organization for the research project of the Atlas. The National Centre for Social Research has played a key role in the production of social atlases since its foundation.

The Atlas project has been funded from a sponsorship awarded to Harokopio University of Athens from the Onassis Foundation. 

<http://www.athenssocialatlas.gr/en/entries>

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