

## CHRISTOS S. TSANOS



Full name: Christos S. Tsanos

Date and place of birth: 14 June 1978, Athens, Greece

Work Address: 12 Derigny Str., 104 34, Athens, Greece

Telephone: +30 210 8203434

E-mail: [xtsanos@aueb.gr](mailto:xtsanos@aueb.gr)

Webpage: <http://gr.linkedin.com/in/ctsanos>

Marital status: Married, 1 child.

### 1. Professional Activity

- 2016 – present: Teaching Fellow, School of Business, Athens University of Economics and Business.
- 2012 – present: Research Associate, Business Communication Laboratory (B.C.Lab), Department of Marketing and Business Communication, Athens University of Economics and Business.
- 2002 – present: Research Associate, Transportation Systems and Logistics Unit (MSL/TRANSLOG), Department of Management Science and Technology, Athens University of Economics and Business.

### 2. Education

#### 2.1. Tertiary education

- Ph.D., Department of Management Science and Technology, Athens University of Economics and Business, 2016.  
Ph.D. Thesis title: “An investigation of the behavioural antecedents of supply chain relationships and their impact on supply chain integration and performance”.
- M.Sc., Decision Sciences (specialisation “Logistics & Transport”), Athens University of Economics and Business, 2002.
- B.Sc., Maritime Studies, University of Piraeus, 2001.

#### 2.2. Scholarships

- Graduate Scholarship, Graduate Program in Decision Sciences, Athens University of Economics and Business, academic period 2001-2002.

### 2.3. Language skills

|  | UNDERSTANDING |         | SPEAKING           |                   | WRITING |
|--|---------------|---------|--------------------|-------------------|---------|
|  | Listening     | Reading | Spoken Interaction | Spoken Production |         |
| English  | C2            | C2      | C2                 | C2                | C2      |
| Diploma: Cambridge English: Proficiency (CPE)                      |               |         |                    |                   |         |
| German   | B2            | B2      | B2                 | B2                | B2      |
| Diploma: Zentrale Mittelstufenprüfung für Deutsch als Fremdsprache |               |         |                    |                   |         |
| Spanish  | B2            | B2      | B2                 | B2                | B2      |
| Diploma: DELE Superior (C2)  |               |         |                    |                   |         |

Levels: A1/A2: Basic user - B1/B2: Intermediate user - C1/C2: Proficient user

[Common European Framework of Reference for Languages](#)

### 3. Research Interests

- Corporate Social Responsibility and Responsible Research and Innovation
- Sustainability and social responsibility in the supply chain
- Supply chain performance assessment
- Interorganisational relationships in the supply chain
- Multi-criteria decision-making and evaluation

### 4. Participation in Research Projects <sup>1</sup>

#### 4.1. Participation as Research Associate

##### 4.1.1. Projects on Corporate Social Responsibility and Responsible Research and Innovation

- 4.1.1.1. Mainstreaming Responsible Innovation in European S3 (MARIE), INTERREG Europe Programme of the European Regional Development Fund of the European Union (2017-2021).
- 4.1.1.2. Responsible ICT Network (R-ICT), European Commission, Directorate-General for Communications Networks, Content and Technology (DG CONNECT) (2014-2016).
- 4.1.1.3. Corporate Social and Environmental Responsibility through Public Policy (COGITA), INTERREG IVC Programme of the European Regional Development Fund (ERDF) of the European Union (2012-2014).
- 4.1.1.4. Regional Policies for Responsible Development: Evaluation of CSR and Economic Performance in the MED Area (Responsible MED), MED Programme of the European Union (2010-2012).

##### 4.1.2. Projects on Supply Chain Management, Logistics and Transportation Systems

- 4.1.2.1. Next Generation Fleet Management System (NextGen-FMS), Greek Secretariat for Research

<sup>1</sup> Through my cooperation with the Transportation Systems and Logistics Laboratory (TRANSLOG) (Department of Management Science and Technology, Athens University of Economics and Business) and the Business Communication Laboratory (B.C.Lab) (Department of Marketing and Communication, Athens University of Economics and Business).

- and Technology, Ministry of Development and Competitiveness of the Hellenic Republic (2013-2015).
- 4.1.2.2. Fact Finding Studies in support of the development of an EU strategy for freight transport logistics – Lot 1: Analysis of the EU logistics sector, European Commission, Directorate-General for Mobility and Transport (DG MOVE) (2013-2014).
  - 4.1.2.3. Stimulating Industrial Innovation in the Construction Sector through Smart Use of ICT: Connecting SMEs in the Digital Value Chains (Lot 2), Connect & Construct (C&C) Project, European Commission, Directorate General for Enterprise and Industry (DG ENTR) (2013-2014).
  - 4.1.2.4. Enhanced Intermodality of Content, Personalised Information and Functionality of WISETRIP Network of Journey Planning Engines (Enhanced WISETRIP), European Commission, Directorate General for Research (DG Research) (2011-2014).
  - 4.1.2.5. Benchmarking Logistics for Co-Modality (BE LOGIC), European Commission, Directorate General for Transport and Energy (DG TREN) (2008-2010).
  - 4.1.2.6. Enhancing Vegetable Supply Chain Management with Internet Technologies (VEGNET), European Commission, ASIA IT&C Programme (2004-2007).
  - 4.1.2.7. Scenarios for the Transport System and Energy Supply and their Potential Effects (STEPs), European Commission, Directorate General for Transport and Energy (DG TREN) (2004-2006).
  - 4.1.2.8. EU-China Co-operation for Strategic Planning of Beijing Digital Olympics Programme (ECOSPLAN), European Commission, Directorate General Information Society (DG IST) (2004-2005).
  - 4.1.2.9. Advanced Real-Time Transport Services (ARTTS), General Secretariat for Research and Technology (GSRT), Ministry of Development of the Hellenic Republic (2003-2006).
  - 4.1.2.10. An Integrated Decision Support System for providing Real Time Transit Information in a Multimodal Transportation System (ENOSIS), General Secretariat for Research and Technology (GSRT), Ministry of Development of the Hellenic Republic (2003-2006).
  - 4.1.2.11. A Software Platform for Supporting eB2B Services (HERMES), General Secretariat for Research and Technology (GSRT), Ministry of Development of the Hellenic Republic (2003-2005).
  - 4.1.2.12. Transport Institutions in the Policy Process (TIPP), European Commission, Directorate General for Transport and Energy (DG TREN) (2002-2004).
  - 4.1.2.13. Economic Growth and Sustainable Mobility Supported by IST at Regional Including SMEs (EMIRES), European Commission, Directorate General Information Society (DG INFOS) (2002-2004).
  - 4.1.2.14. Business, Policy and Research Implications of Logistics in the e- Economy Environment (BPR-LOGISTICS), European Commission, Directorate General Information Society (DG INFOS) (2002-2003).
- 4.1.3. Projects on Air Transport and Airport Management
- 4.1.1.1. Safety based Air Traffic Management design and initial validation of a concept of operations accommodating three times more air traffic over Europe (iFly), European Commission, DG TREN (2007-2010).
  - 4.1.1.2. Reduced Separation Minima (RESET), European Commission, Directorate General for Transport and Energy (DG TREN) (2006-2009).
  - 4.1.1.3. Supporting Platform for Airport Decision-Making and Efficiency Analysis – 2 (SPADE 2),

European Commission, DG TREN (2006-2009).

4.1.1.4. European Airport Movement Management by A-SMGCS (Phase 2) (EMMA-2), European Commission, Directorate General for Transport and Energy (DG TREN) (2006-2008).

4.1.1.5. Supporting Platform for Airport Decision-Making and Efficiency Analysis (SPADE), European Commission, Directorate General for Transport and Energy (DG TREN) (2004-2006).

#### **4.2. Administrative Experience**

4.2.1. Administrative duties (communication with partners, budget management, effort reporting, fulfilment of project reporting and control requirements for national and international authorities etc.)<sup>2</sup> for the following projects:

- Mainstreaming Responsible Innovation in European S3 (MARIE), INTERREG Europe Programme of the European Regional Development Fund of the European Union (2017-2021).
- Responsible ICT Network (R-ICT), European Commission, Directorate-General for Communications Networks, Content and Technology (DG CONNECT) (2014-2016)
- Fact Finding Studies in support of the development of an EU strategy for freight transport logistics – Lot 1: Analysis of the EU logistics sector, funded by the European Commission, Directorate-General for Mobility and Transport (DG MOVE) (2013-2014).
- Corporate Social and Environmental Responsibility through Public Policy (COGITA), funded by the INTERREG IVC Programme of the European Regional Development Fund (ERDF) of the European Union (2012-2014).
- Regional Policies for Responsible Development: Evaluation of CSR and Economic Performance in the MED Area (Responsible MED), funded by the MED Programme of the European Union (2010-2012).

4.2.2. Participation in project meetings for 13 of the projects in which I have participated as Research Associate.

4.2.3. Participation in the preparation and submission of more than 10 project proposals for calls for projects of international organisations (Horizon 2020, European Commission FP6 and FP7, INTERREG Europe, INTERREG IVC, South East Europe, MED Capitalisation Programme etc.)

### **5. Publications**

#### **5.1. Theses**

1. “An investigation of the behavioural antecedents of supply chain relationships and their impact on supply chain integration and performance”, Ph.D. thesis, Athens University of Economics and Business, Athens, Greece.
2. “Development and application of a methodological framework for the determination of the optimal level of human resources required for the operation of the cargo handling unit of Olympic Airways S.A. at the Athens International Airport”, Field Study Project (M.Sc. Thesis), Graduate Program in Decision Sciences, Athens University of Economics and Business, November 2002, Athens, Greece.
3. “Internalisation of external cost in European transport: the case of Greek transport”, B.Sc. thesis, Department of Maritime Studies, University of Piraeus, February 2001, Piraeus, Greece.

---

<sup>2</sup> In cooperation with the Research Centre of Athens University of Economics and Business (AUEB-RC).

### 5.2. Journal articles

1. **Tsanos, C.S.** and K.G. Zografos, "The Effects of Behavioural Supply Chain Relationship Antecedents on Integration and Performance". Supply Chain Management: An International Journal, Vol. 21, No. 6, pp. 678-693 (**Impact Factor 2016: 4.072**).
1. **Tsanos, C.S.**, K.G. Zografos and A. Harrison (2014). Developing a conceptual model for examining the relationship between behavioural antecedents of supply chain collaboration, integration and performance. International Journal of Logistics Management, Vol. 25, No. 3, pp. 418-462 (**Impact Factor 2016: 1.610**).
2. Zografos, K.G. and **C.S. Tsanos** (2007). A methodological framework for analysing institutional settings in transport policymaking, Transportation Research Record: Journal of the Transportation Research Board, No. 2036, pp. 15-23 (**Impact Factor 2015: 0.522**).

### 5.3. Articles in edited volumes

1. Soderquist, K.E., K. Zgodavova and C.S. Tsanos (2017). "Open Innovation in Supply Chains and Open Supply Chains" στο Mention, A.-L., A.P. Nagel, J. Hafkesbrink and J. Dabrowska (eds.), Innovation Education Reloaded: Nurturing Skills for the Future. The Open Innovation Teaching Handbook, pp. 340-371, OI-Net: The Open Innovation Framework, ISBN: 978-952-335-033-5.
2. Apospori, E.A., P. Marques-Gou and **C.S. Tsanos** (2012), "A Methodology and Online Tool for Assessing the Impact of CSR Actions on SME Competitiveness" in Krambia-Kapardis M. and J. Huntingford (eds.), CSR and Competitiveness in the Euro Med Area, Responsible MED Project, pp. 174-179, ISBN: 978-9963-9835-3-7 (also available online at: [http://responsible-med.eu/data/uploads/final\\_csr\\_book\\_web1.pdf](http://responsible-med.eu/data/uploads/final_csr_book_web1.pdf)).
3. Apospori, E.A., S. Magrizos and **C.S. Tsanos** (2012), "Identifying Issues for Developing the Responsible MED Survey and Conceptual Framework" in Krambia-Kapardis M. and J. Huntingford (eds.), CSR and Competitiveness in the Euro Med Area, Responsible MED Project, pp. 10-19, ISBN: 978-9963-9835-3-7 (also available online at: [http://responsible-med.eu/data/uploads/final\\_csr\\_book\\_web1.pdf](http://responsible-med.eu/data/uploads/final_csr_book_web1.pdf)).
4. Zografos, K.G. and **C.S. Tsanos** (2006). "Transport trends and their energy implications" in Monzón A. and A. Nuijten (eds.), Transport Strategies under the Scarcity of Energy Supply, Buck Consultants International, The Hague, The Netherlands, 2006, pp. 26-42, ISBN: 978-90-9020880-0.

### 5.4. Articles in conferences with full paper review (proceedings and presentations)

1. **Tsanos, C.S.** and K.G. Zografos (2012). A causal model for investigating the linkage between supply chain behavioural norms and performance. Academy of Management 2012 Annual Meeting, 3-7 August 2012, Boston, Massachusetts, U.S.A. (full paper available upon request).
2. Zografos, K.G. and **C.S. Tsanos** (2009). Developing and applying a methodology for assessing the implementation potential of reduced separation minima, Proceedings of the 88<sup>th</sup> Transportation Research Board Annual Meeting, 11-15 January 2009, Washington D.C., U.S.A.
3. **Tsanos, C.S.** and K.G. Zografos (2008). Modelling the relationship between supply chain integration and integrated supply chain performance, Proceedings of the 2008 IEEE International Conference on Service Operations, Logistics and Informatics (IEEE/SOLI'08), 12-15 October 2008, Beijing, China, Vol. 2, pp. 2119-2124.
4. Zografos, K.G. and **C.S. Tsanos** (2008). Establishing criteria and priorities for assessing the impact of reduced separation minima on air traffic management, Proceedings of the 4<sup>th</sup> International Congress on Transport Research in Greece, 28-30 May 2008, Athens, Greece.
5. Zografos, K.G. and **C.S. Tsanos** (2008). A comparative assessment of the decision-making process for

financing transport infrastructure projects in Greece under public financing and public-private partnerships, Proceedings of the 87<sup>th</sup> Transportation Research Board Annual Meeting, 13-17 January 2008, Washington D.C., U.S.A. (full paper available upon request).

6. Zografos, K.G. and **C.S. Tsanos** (2007). A methodological framework for analysing institutional settings in transport policymaking, Proceedings of the 86<sup>th</sup> Transportation Research Board Annual Meeting, 21-25 January 2007, Washington D.C., U.S.A.
7. Zografos, K.G., **C.S. Tsanos**, Y. Duan, B. Bemeleit and Fu Zetian (2006). Use of information and communication technologies (ICT) in fresh produce supply chain management: A Comparison between European and Chinese Experience, Proceedings of the 7<sup>th</sup> International Conference on Agri-Food Chains Management, 2-3 June 2006, Ede, The Netherlands.
8. Zografos, K.G. and **C.S. Tsanos** (2005). Examination of the use of information and communication technologies (ICT) for fresh produce supply chain management in three European states and China, Proceedings of the 9<sup>th</sup> Hellenic Logistics Conference, 25-26 November 2005, Thessaloniki, Greece.

#### 5.5. Conference presentations (with review of abstract)

1. Zografos K.G., M.A. Madas and **C.S. Tsanos** (2014), "Assessing Current and Future Uptake of ICT in Construction Supply Chains: A Multi-Criteria Approach". 25<sup>th</sup> National Conference on Operational Research, 26-28 June 2014, Volos, Greece.

#### 5.6. Articles under development

1. Zografos, K.G. K.N.Androutsopoulos, M.A. Madas, **C.S. Tsanos** and V. Manthou. "Analysing ICT Adoption in the Construction Supply Chain: Perspectives of European SMEs and Large Companies"
2. E.A. Apospori, **C.S. Tsanos** and S. Magrizos. "Assessing Perceptions of SMEs on Public Policy Support for CSR: A European Survey" (working title).
3. E.A. Apospori, M. Battaglia, L. Bianchi, **C.S. Tsanos** and S. Magrizos. "The Impact of CSR on the Competitiveness of European SMEs" (working title).
4. K.G. Zografos and **C.S. Tsanos**. "Assessing the Impact of Changes in Minimum Separation Policies on Air Traffic Management (ATM) System Performance: a Multi-Criteria, Multi-Stakeholder Approach" (working title).

#### 5.7. Technical reports - Other publications<sup>3</sup>

1. Mayer, D., D. Kitzberger, E. Apospori, **C.S. Tsanos**, S. Magrizos. L. Weber, T. Tschol-Alsantali and H.C. Jäger (2015). "The Integrated COGITA CSR concept: A Practical Guide for Regional Actors and Companies". Regional Government of Lower Austria, Department of Economy, Tourism and Technology. Available online at: [http://www.no.e.gv.at/bilder/d87/COGITA\\_Projektnachlese\\_web.pdf?35161](http://www.no.e.gv.at/bilder/d87/COGITA_Projektnachlese_web.pdf?35161).
2. Mierop, R., S. Oudmaijer, T. Tol, K.G. Zografos, T. Vimmr, O. Villatoro, R. Kroon, B. Mommers, M.A. Madas, **C.S. Tsanos**, D. Roumpi, E. Stergiou, H. van Hulst, M. Bywater, P. Kasbergen and T. Kasbergen (2013). Market Analysis of the Construction Supply Chain. Connect & Construct (C&C) project, CapGemini Nederland.
3. May, A.D., G. Marsden, K. Zografos, **C. Tsanos**, B. Wieland, A. Matthes, B. Peter, H. Tegner, P. Moilanen and A. de Palma (2005). Institutional Issues of Transport Policy Implementation: Synthesis and Recommendations. TIPP (Transport Institutions in the Policy Process) research project, European

---

<sup>3</sup> Indicative list

Commission, DG TREN.

- de Palma, A., R. Lindsey, Z. Bokor, J. Brueckner, Á. Kosztyó, B. Matthews, F. Mészáros, C. Nash, S. Pahaut, E. Pels, B. Peter, J. Pouyet, P. Rietveld, A. Smith, H. Tegner, **C. Tsanos**, B. Ubbels, R. Vreeker and K. Zografos (2005). Transport Policy Implementation and Industry Characteristics. TIPP (Transport Institutions in the Policy Process) research project, European Commission, DG TREN.

## **6. Conference Participation**

### 6.1. Chair of academic conference sessions

- Chair of a session on Green Supply Chain Management at the 10<sup>th</sup> Student Conference of Management Science and Technology, 16 May 2013, Athens, Greece.
- Chair of a session on Supply Chain Management at the 8<sup>th</sup> Student Conference of Management Science and Technology, 12 May 2011, Athens, Greece.
- Chair of session "Supply Chain Collaboration II (SCC2)" at the 2008 IEEE International Conference on Service Operations, Logistics and Informatics (IEEE/SOLI'08), 12-15 October 2008, Beijing, China.

### 6.2. Academic conference presentations

- "Modelling the relationship between supply chain integration and integrated supply chain performance", 2008 IEEE International Conference on Service Operations, Logistics and Informatics (IEEE/SOLI'08), 12-15 October 2008, Beijing, China (with K.G. Zografos).
- "Establishing criteria and priorities for assessing the impact of reduced separation minima on air traffic management", 4<sup>th</sup> International Congress on Transport Research in Greece, 28-30 May 2008, Athens, Greece (with K.G. Zografos).
- "Conceptual framework for investigating the relationship between supply chain integration and integrated supply chain performance", 4<sup>th</sup> Student Conference on Management Science and Technology, 17 May 2007, Athens, Greece.
- "Use of information and communication technologies (ICT) in fresh produce supply chain management: A comparison between European and Chinese experience", 7<sup>th</sup> International Conference on Agri-Food Chains Management, 2-3 June 2006, Ede, The Netherlands (with K.G. Zografos, Y. Duan, B. Bemeleit and Fu Zetian).
- "Examination of the use of information and communication technologies (ICT) for fresh produce supply chain management in three European states and China", 9<sup>th</sup> Hellenic Logistics Conference, 25-26 November 2005, Thessaloniki, Greece (with K.G. Zografos).
- "A new methodological approach for surveying transport institutional settings and implementation results", NECTAR Cluster 2 Meeting "Transport Policy Making from Planning to Implementation – A new agenda setting", 5-6 June 2004, Anavyssos, Greece (with K.G. Zografos).

### 6.3. Conference/summit organisation

- Head of organising team of one-day summit on "CSR and Public Policy in Europe and Greece – Trends, Practices, Perspectives", organised within the framework of the COGITA project, 4 December 2014, Athens, Greece.
- Head of organising team of one-day summit on "Corporate Social Responsibility and Competitiveness of Small and Medium Enterprises", organised within the framework of the Responsible MED project, 6

December 2012, Athens, Greece.

## **7. Teaching / Training Experience**

### 7.1. Teaching Experience

1. "Business Ethics and Responsibility", Department of Marketing and Business Communication, Athens University of Economics and Business:
  - 1.1. Full teaching, academic year 2017-18, Fall Semester.
  - 1.2. Co-teaching, academic year 2016-17, Fall Semester.
2. "Supply Chain Management", Department of Business Administration, Athens University of Economics and Business, Full teaching, academic years 2017-18 and 2016-17, Spring Semester.
3. "Corporate Ethics and Corporate Social Responsibility", Graduate Programme in Human Resources Management (Full-Time and Part-Time, Athens University of Economics and Business, academic year 2017-18, February-May period.
4. "Project Management", Department of Management Science and Technology, Athens University of Economics and Business, laboratory tutorials, academic year 2015-16, Fall Semester.
5. "Operations Management", Business College of Athens (BCA), Greece, full teaching, academic years 2016-17 and 2015-16.

### 7.2. Training Experience

1. Guest lecture in the "Diploma of Social Entrepreneurship" executive programme, "Social Enterprises and Supply Chain Sustainability: Framework and Cases", Athens University of Economics and Business, 17 December 2015, Athens, Greece.
2. Seminar on "Planning an International Logistics Strategy: Theory and Case Studies", Oikonomotechniki Seminars, 24-25 September 2015, Athens, Greece.
3. Executive seminar on "Transportation Systems and Logistics Management" (taught in English), within the framework of the VEGNET project, 21 April 2007, Beijing, PR China.

## **8. Reviewer of Academic Journals**

### 8.1. Academic journals

1. Supply Chain Management: An International Journal (7 papers)
2. International Journal of Logistics Management (1 paper)
3. Simulation Modelling Practice and Theory (1 paper)

### 8.2. Academic conferences

1. 12<sup>th</sup> Student Conference of Management Science and Technology "Recent Trends in Management and New Entrepreneurship Perspectives", 14 May 2015, Athens, Greece.



**9. Relevant Professional Skills**9.1. Software use

- Software for path modelling with Partial Least Squares: SmartPLS
- Software for path modelling: AMOS
- Statistical analysis software: SPSS
- Multi-criteria assessment software: Expert Choice
- Project management and control software: Microsoft Project
- Simulation software: Extend4

**10. Other Activities**10.1. Member of National / International Committees

1. Member of Committee on the Development of a National Strategy for Corporate Social Responsibility, General Secretariat for Trade, Hellenic Ministry of Development and Competitiveness, 2013-2014.

10.2. Participation in symposia

1. 2007 Doctoral Symposium of the Council of Supply Chain Management Professionals (CSCMP), 19-20 October 2007, Philadelphia, U.S.A. (following candidate selection process).