# Università del Peloponneso

Prof. Thanos Kriemadis

Il prof. Kriemadis è Valutatore del Sistema Qualità ISO:9000 e Valutatore dell'EFQM (European Foundation for Quality Management) specializzato nel settore delle Piccole e Medie Imprese e nel settore dell'Istruzione Pubblica. Prima di dedicarsi all'attività accademica, il prof. Kriemadis ha ricoperto diversi incarichi manageriali in imprese pubbliche e private, sia negli Stati Uniti che in Grecia.

La sua attività di ricerca si occupa, in particolare, delle tematiche della Qualità Totale (Total Quality Management) e Management Strategico applicato alle imprese di servizi e alle attività no-profit.

***Estratto delle sue principali linee di attività***

**Work description: Organizational Culture in the Greek Science and Technology Parks: Implications for Human Resource Management**

Introduction Research and technological poles have been also set up in Greek regions but only in the late '80s, introducing local economy into the modern international competitive environment. These infant cores of innovation have already inspired both academics and entrepreneurs to construct new models of investment planning and production. Although not yet fully developed, some of them, they have already created complex links between universities and industries, giving birth to many spin-off knowledge-based enterprises.

*Last paper*

The last paper presented in ERSA Congress 2006 (European Regional Science Association) contributes to an understanding of the organizational culture of the spin-off knowledge-based enterprises, which operate within the ***Science Parks in Greece***. In this context, this paper focuses on the fieldwork and analyses its results. In this context, a critical number of questionnaires have been distributed to the spin-offs to examine whether firms born within the parks have developed a functional organizational culture, one that provides a solid foundation for organizational effectiveness and business excellence. The paper deals with a quantitative analysis of the data collected. It also includes the results as well as the necessary policies for the Greek Science Parks to overcome organizational culture problems and approach business excellence.

In this paper the Science Parks are said to facilitate,

♦ flexibility in production, new industrial activities, modernisation, and internationalisation of enterprises through technology transfer,

♦ accumulation of technologies and of core activities in a region,

♦ close links between universities and industries or small enterprises, in order for the construction of co-operation and communication networks, and last but not least,

♦ culture of innovation, selectivity and competition.

And this study analyses the new situation in Greque.

*Examples of Science Park in Greque*

- **Thessaloniki's Technology Park** was established in 1988, to meet the need for greater exchange of ideas, people and facilities between universities and industry. In 1994, the Thessaloniki Technology Park Management and Development Corporation (TTP/MDC S.A.), a separate company, was created with the participation of FORTH/CPERI and major industries of central Macedonia. The company promoted and enhanced the activities of the Thessaloniki's Technology Park in close co-operation with the Association of industries of Northern Greece, and with the University of Thessaloniki

- "**The Center for Research and Technology Hellas**" promotes activities, which contribute to the increase of competitiveness of Greek industry with special emphasis on Chemical Technology (specialised software for polyethylene and propylene production facilities, environmental friendly catalyst for production of fuel etc), Food & Beverage, Textiles and Energy and Environment. Furthermore, TTP/MDC identifies present, future and latent industry needs within Northern Greece and links them with technological innovation. It promotes technology transfer among Greece, the EU, the USA, Eastern Europe and the Balkans and co-ordinates the Greek-American initiative for technology co-operation with the Balkans. This is being accomplished through organisation, implementation and participation in national and European training programmes and workshops on the use of technologies. It also serves as Industry – Research Liaison, performs partner searches, executes assessment and exploitation of research results, assists with RTD proposal preparation, submission and project management. Furthermore, it ensures information dissemination concerning research results, technological developments and the emergence of new technologies. Technology brokerage, technology search & assessment, assistance for technology implementation are also provided. Finally measurements and testing quality control through promotion of analytical services are also undertaken.

- **The Science and Technology Park of Crete** established in 1993, it was inspired to promote the creation of a third thrust of development on the island, in addition to the agriculture and tourism industry. The EU as well as the local and central government funds supported the development of the Park during the early 90's. The Managing Company of STEP-C (EDAP S.A) was established in December 1993 with FORTH as its main shareholder (35%). STEP-C gears itself to become an ever increasing attraction as an incubator, nurturing spin-offs and small innovative companies in the areas of Medical Equipment, Biotechnology, Telecommunications, Telematics and Teleworking, Microelectronics and Laser Applications, Polymers and Applied Mathematics, which are key strength areas of FORTH and the UoC. The park focuses on technology transfer, incubation facilities and promotion of the park products. One of the key objectives of STEP-C is the transfer of deliverables of research and other activities to the industry. STEP-C has developed incubation facilities through various projects financed by the Greek Ministry of Development. Today there are 25 companies, which reside within the park premises in the areas of Information Technology, Biotechnology, Environmental Technology, Laser Applications, Biomedical Technology and Services. The Park also developed co-operation and bilateral relations with the main local actors in the field of Education, Science and Technology and Business as well as with the Regional Authorities. The Science and Technology Park of Crete, known to many by one of its key activities as the Heraklion Incubator, is today the leading Park in the country, with promising perspectives.

- **Patra's Science Park**, mainly still under construction, was founded in 1989. It is interested in Business Exploitation of R&D results, with emphasis on new innovative technology based companies. In addition, it concentrates on R&D – Production liaison, promotion of Innovation, linking of finance innovation and also activities outside the park aiming at: enhancement of competitiveness and construction of an environment favouring innovative developments in the area.

- **The technological park of Volos** (Thessaly) was founded in November 2001. Taking advantage of the Volos' industrial area, the aim of the technological park is to provide facilities to knowledge-based enterprises that are located in the greater Thessaly region, to connect them with the Polytechnic University of Volos and to give birth to new spin-offs in

industrial sectors and fields. The "parks is a S.A. and its among shareholders are 39 modern firms, the University of Thessaly and the local authorities.

**First conclusion**

Businesses of the Greek Science and Technological Parks need to adopt new approaches in attempting to change and manage effectively their organizational culture. Williams et al. (1993) suggested the following five methods commonly used by management:

(a) Changing Human Resource management policies, management style and work environment.

(b) Training employees in new skills and thus influencing their job attitudes.

(c) Providing employees with training and role models appropriate to the desired culture, a culture which supports change, organizational achievement, customer orientation, and coordinated teamwork.

(d) Greater emphasis on selecting people with the desired attitudes as well as technical skills and experience. This may include the use of more sophisticated selection techniques, for example psychometric testing, assessment centres, and biodata.

(e) Moving people into new jobs to break up old sub-cultures.