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STRATEGIES OF SHIPPING COMPANIES IN GREECE

СТРАТЕГІЇ СУДНОПЛАВНИХ КОМПАНІЙ ГРЕЦІЇ

Summary. The aim of the current study was to investigate the strategy that the shipping industry is implementing in Greece. The researcher implemented a survey research with the use of a close-ended questionnaire. A convenience sample of 105 employees working in shipping companies in Greece was gathered to answer the research aims. According to the results of the study, most of the companies in which the respondents work were founded more than six years ago. For the most part, companies choose flags of countries with the lowest possible taxation. In relation to the strategy of the companies, most of them evaluate the satisfaction of their customers. Also most companies take care to immediately repair the damage / accidents and work with specific suppliers. Most companies also apply supplier evaluation procedures. The analysis also revealed that companies use environmental protection procedures and have a budget for training costs. They also apply an evaluation of the integrity of the training for all employees, but also an evaluation of the degree of organization of the company. Many of the companies use good working conditions (e.g. new ships), pay and education / training as an incentive to attract seafarers. In addition, the companies under study, as a strategy for their development, place great emphasis on crew training. Most companies also consider formal communication, business goals and financial goals, as well as informal communication, to be quite important. Finally, in almost all companies, formal control systems are used by senior management to gather information about the tasks they want to focus on, and managers maintain control in areas that do not require special attention of senior managers.

Keywords: shipping industry, Greece, satisfaction, procedures, strategy.

Introduction. The shipping industry is facing significant challenges. The weight of the industry in the world trade activity is a given, since about 90% of the world trade is done through ships (Papathanasiou et al., 2020). However, the disruption caused by the pandemic crisis should be the reason for the redesign of the shipping industry, especially after the revelations of the weaknesses of the global supply chain. Supply dependence on specific geographical areas of the world has increased the risks to the global supply chain, with the result that

companies have already begun restructuring their supply chain. The US-China trade dispute partially highlighted this issue before the onset of the health crisis. However, the pandemic made it a major issue (Wan et al., 2018). In order to enable better cooperation between stakeholders in the shipping industry and to better manage the global supply chain, investments in smart technology are considered necessary, which can be used in freight transport and port automation. Another important challenge concerns the management of efficiency and capacity in the best possible way, in order to ensure competitiveness in the new reality (Vozikis et al., 2021).

Global shipping escaped the worst in 2020, as the volume of shipments finally recovered from its second-quarter lows at the end of last year in almost all major shipping sectors, with the exception of tankers as oil demand is still lagging behind. But the crucial question is what will happen from now on (Melas, 2019). As Bimco, one of the largest shipping companies, notes, "a return to normalcy may come closer with the advent of vaccines, but we are not there yet. The negative impact of the pandemic on the economy continues and the consequences will remain for many more years. "The recovery of 2021 will not bring good news for everyone."

Bimco suggests that some shipping sectors that have been strengthened, as they have been fueled by household spending on goods that have replaced travel expenses, will "hurt" as normalcy approaches, as spending on these goods will be reduced. At the same time, a limit will be set on government support packages. In this sense, towards the end of this year, the container ship industry will be faced with its fundamental size and excess capacity and will probably be pressured by the high fares it enjoys at this time, due to the arrhythmia recorded. from the lack of "boxes" in Chinese ports (Georgiou, 2020).

Shipping is also expected to be affected by the climate in US-China trade relations, as China falls short of its commitments under the Phase 1 agreement on US imports and tariffs between the two countries remain unchanged (Li & Zhou, 2020). In addition, according

to Bimco, the growing threats against the globalization of markets still persist. The new US government recently signed a decree focusing on "buying American". The ideas of protectionism are not limited to the US but are gaining ground in Europe and Asia as well, threatening shipping as long-distance travel will be replaced by regional and shorter distances (Michail & Melas, 2020). The ongoing trade dispute between China and Australia also undermines the positive outlook, and although tensions may be easing, shipowners are still unable to understand what to expect in terms of trade between the two countries in the coming months (Yeo, 2018).

A positive development is the entry into force of the African Continental Free Trade Area (AfCFTA), which covers 55 countries with a combined GDP of \$ 3.4 trillion (about 3% of world GDP) and 1.3 billion people, a development that will have minimal direct benefit for shipping, although in the long run, due to improved economic conditions and infrastructure, it will also generate profits for the shipping industry. Based on the above, Bimco estimates that recovery in the bulk dry cargo industry will be slow and will vary by sector (iron ore, coal, cereals, etc.). Excess transport capacity could once again hamper the ability of shipowners to make a profit, especially when low marine fuel prices cease to exist due to rising oil prices (Millefiori et al., 2020). What is worrying is a reduction in iron ore imports from Australia, if the "trade war" between the two countries touches on this commodity, as well as the Chinese choice to use steel scrap. Also, the budget packages of the various countries, especially the West, emphasize securing the demand side of the economy – policies that benefit more from container shipping than the bulk dry cargo that serves the infrastructure (Duru et al., 2017).

Finally, with regard to tankers, what dominates is the EIA estimate that we will need to reach the third quarter of 2022 in order for global crude oil demand to approach the levels of the fourth quarter of 2019. In 2021 the demand will be around 97.8 million barrels per day, which means an increase of 5.6 million barrels per day compared to 2020 but still down 3.4 million barrels compared to 2019 (Ahn et al., 2019).

Market movements continue step by step in order to deal with the consequences of the pandemic, with the appropriate adjustments and new proposals for the next day. The challenges in marine insurance are also significant, as according to the data the pandemic has led the costs to higher levels. In particular, the marked cessation of shipping activity and disruptions in the supply chain have affected a number of insurance clauses (Ito et al., 2020).

Those involved in maritime transport (cargo owners, importers, insurers) after the outbreak of the pandemic, must systematically monitor various parameters such as: cargo storage, delay, delay clause, compensation, force majeure (maximum allowable) and vacations in maritime transport. It is worth noting that the pandemic

has caused significant losses to those involved in shipping, but it is important to determine who will bear such losses in the future. This is stated, among other things, in a relevant report by the Financial Studies Department of Alpha Bank, focusing on the possible increase of transport premiums and the legal issues raised by the pandemic.

Another important point raised by this research is that the case of limited workforce availability in ports may reduce the capacity to move cargo. In this case, the loads may be required to be stored for a longer period of time causing an increase in the volume of stored loads, resulting in long-term space saturation, which may lead to delays in future movements (Kapitsinis, 2020).

Most freight insurance contracts exclude loss or damage caused solely by delays, requiring additional charges for the charterer in order for the goods to be stored or transported to an alternative destination. Also, vulnerable or vulnerable products, such as medicines, which are traded according to a strict schedule, may require special insurance.

As noted, the disruption caused by the pandemic crisis raises, among other things, a number of legal issues. The cargo owner / charterer must designate a "safe harbor" – that is, a port to which the ship can safely land, to carry out unloading operations and to sail safely. When the destination port is closed, the cargo owner / charterer will have to designate an alternative port, however this is often not possible as there is no easily alternative destination (Marinello et al., 2021).

In addition, in countries affected by the pandemic, the process of port control by the port health authorities can take a long time, with the result that the delay is borne by the shipowner and not the charterer. It is worth noting that the effects of the pandemic may be covered by force majeure clauses in some contracts, but this is not something general (Gao et al., 2020).

Methodology. The aim of the current study is to investigate the strategy that the shipping industry is implementing in Greece. The researcher implemented a survey research with the use of a close ended questionnaire. This selection was the most suitable since a researcher has the ability to gather a large number of participants and to produce reliable results (Cresswell, 2016). A close ended questionnaire was used in this study. The questionnaire had two parts, the first part contained nine questions regarding the profile of the companies and the second part contained twenty questions regarding the strategy of the company. A pilot study in 15 employees was conducted in order to improve the reliability of the results. A convenience sample of 105 employees working in shipping companies in Greece was gathered to answer the research aims. The sample was gathered from September until December 2020. Descriptive statistics were used to present the profile of the companies and their implementing strategy. The statistical analysis was conducted with the use of the statistical software SPSS22.0.

Results. PART 1. PROFILE OF THE COMPANIES

Table 1

Time when the company founded		
	Frequency	Percent
A few months ago	2	1,9
A year ago	5	4,8
2 to 5 years ago	21	20,0
6 to 10 years ago	45	42,9
Over 10 years ago	32	30,5
Total	105	100,0

According to table 1, 42.9% of the companies founded 6–10 years ago, 30.5% of the companies founded over 10 years ago, 20% of the companies founded 2 – 5 years ago, 4.8% of the companies founded a year ago and the rest 1.9% of the companies founded a few months ago.

Table 2

The owner of the company is also the President / CEO		
	Frequency	Percent
Yes	103	98,1
No	2	1,9
Total	105	100,0

According to table 2 98.1% of the participants said that the owner of the company is also the President / CEO while the rest 1.9% of the participants said that the owner of the company is not the President / CEO.

Table 3

Has the President changed since the company was founded?		
	Frequency	Percent
Yes	2	1,9
No	103	98,1
Total	105	100,0

According to table 3 98.1% of the participants said that the President has not changed since the company was founded while the rest 1.9% of the participants said that the president has changed.

Table 4

Is the company listed on a Stock Exchange?		
	Frequency	Percent
Yes	26	24,8
No	79	75,2
Total	105	100,0

According to table 4 24.8% of the participants said that their companies are listed on a stock exchange while 75.2% of the participants said that their companies are not listed on a stock exchange.

According to table 5 29.5% of the participants said that their companies own 15–30 ships, 21.9% of the participants referred to 7–10 ships, 21.0% of the participants referred to 10–15 ships, 10.5% of the partici-

pants referred to 30 – 50 ships, 9.5% of the participants referred to 3 – 7 ships, 6.7% of the participants referred to 1 – 3 ships and the rest 1% of the participants referred to a number of ships larger than 50 ships.

Table 5

Number of ships companies own		
	Frequency	Percent
1-3	7	6,7
3-7	10	9,5
7-10	23	21,9
10-15	22	21,0
15-30	31	29,5
30-50	11	10,5
50+	1	1,0
Total	105	100,0

Table 6

Ports where mainly the ships sail to		
	Frequency	Percent
Developed countries	40	38,1
Under developing countries	53	50,5
Under developed countries	12	11,4
Total	105	100,0

According to table 6 50.5% of the participants said that the ships owned by their companies sail to ports of under developing countries, 38.1% of the participants referred to developed countries and the rest 11.4% of the participants referred to underdeveloped countries.

At this point it is worth mentioning that the term developed country and developing country is used to categorize countries with developed economies in which the tertiary and quaternary industrial sectors predominate. This level of economic growth usually translates into high per capita income and a high Human Development Index (EAI). Countries with a high Gross Domestic Product per capita usually match the above description. The term developing countries refers to countries that are at a low stage of economic development. The third world is an older, but also inaccurate, charged term. Developing countries are usually characterized by poor infrastructure, low education and unskilled manpower, lack of investment and industrial production, weak institutions or immature or complete lack of it, low per capita income, widespread poverty and .т.λ. The result of the poverty observed due to the low growth rate is often the migration to the richer countries in search of work and the improvement of living conditions. Many of the underdeveloped countries should not be called developing, as they do not show positive growth. The literature, however, differs at this point. In the last 15 to 20 years, most of the economically disadvantaged countries, except Africa, have experienced significant economic growth (Sergi et al., 2019).

Table 7

Flags of the ships	Frequency	Percent
Greek	7	6,7
Cyprus	15	14,3
Malta	6	5,7
Other countries of the European Union	21	20,0
Liberia	6	5,7
Marshall Islands	4	3,8
Panama	33	31,4
Another flag of opportunity	13	12,4
Total	105	100,0

According to table 7 31.4% of the participants said that the ships owned by their companies have a Panama flag, 20% of the participants referred to flags of Other countries of the European Union, 14.3% of the participants referred to the flag of Cyprus, 12.4% of the participants referred to another flag of opportunity, 6.7% of the participants referred to the flag of Greece, 5.7% of the participants referred to the flag of Malta, another 5.7% of the participants referred to the flag of Liberia and the rest 3.8% of the participants referred to the flag of Marshall islands.

Table 8

Criteria of choosing flag	Frequency	Percent
Definition of mandatory manning	18	17,1
Tax exemptions	78	74,3
Evaluation of the flag by host countries	7	6,7
Impact on operating costs	2	1,9
Total	105	100,0

According to table 8 74.3% of the participants said that the criterion of choosing a flag are tax exemptions, 17.1% of the participants referred to the definition of mandatory manning, 6.7% of the participants referred to the evaluation of the flag by host countries and the rest 1.9% of the participants referred to the impact on operating costs.

Table 9

The average age of the company fleet	Frequency	Percent
1-3	1	1,0
3-7	17	16,2
7-10	51	48,6
10-15	31	29,5
15+	5	4,8
Total	105	100,0

According to table 9 48.6% of the participants said the average age of the company fleet is 7–10 years, 29.5% of the participants said 10–15 years, 16.2% of the participants said 3–7 years, 4.8% of the participants said

more than 15 years and the rest 1% of the participants said 1 – 3 years.

PART 2: THE COMPANY'S STRATEGY

Table 10

Frequency of the evaluation of the customer satisfaction	Frequency	Percent
Not at all	1	1,0
Moderately	37	35,2
To a large extent	66	62,9
To a very large extent	1	1,0
Total	105	100,0

According to table 10 63.9% of the participants said that the evaluation of the customer satisfaction is conducted at least to a large extent, 35.2% of the participants said to a moderate extent and the rest 1% of the participants said not at all.

Table 11

To what extent does the company apply preventive maintenance?	Frequency	Percent
To a small degree	1	1,0
Moderately	37	35,2
To a large extent	65	61,9
To a very large extent	2	1,9
Total	105	100,0

According to table 11 61.9% of the participants said that the companies they work for apply preventive maintenance at least to a large extent, 35.2% of the participants said to a moderate extent, 1.9% said to a very large extent, 1% said to a small degree and the rest 1% of the participants said not at all.

Table 12

How immediately are the damages / accidents dealt with?	Frequency	Percent
With a long delay	1	1,0
With a slight delay	1	1,0
Relatively immediately	48	45,7
Immediately	52	49,5
Very immediately	3	2,9
Total	105	100,0

According to table 12 49.5% of the participants said that the damages / accidents are dealt immediately, 45.7% of the participants said relatively immediately, 2.9% of the participants said very immediately, 1% of the participants said with a slight delay and the rest 1% of the participants said with a long delay.

According to table 13 90.5% of the participants said that the companies they work for work with specific suppliers and the rest 9.5% of the participants said that they do not work with specific suppliers.

Table 13

Work with specific suppliers		
	Frequency	Percent
Yes	95	90,5
No	10	9,5
Total	105	100,0

Table 14

Implementation of supplier evaluation procedures		
	Frequency	Percent
Yes	62	59,0
No	43	41,0
Total	105	100,0

According to table 14 59.0% of the participants said that the companies they work for implement the suppliers evaluation procedures while the rest 41% of the participants said that they do not implement the suppliers evaluation procedures.

Table 15

Selection criteria for classification societies		
	Frequency	Percent
Commercial classification	44	41,9
Quality characteristics / Strictness of Inspections	40	38,1
Economic criteria	18	17,1
Goodworkingrelationships	3	2,9
Total	105	100,0

According to table 15 41.9% of the participants said that the companies they work for use the commercial classification as a selection criteria for classification societies, 38.1% of the participants referred to the quality characteristics / Strictness of Inspections, 17.1% of the participants referred to economic criteria and 2.9% of the participants referred to the good working relationships. A classification society is a maritime technical organization that draws up safety regulations, both on the construction of ships and on their equipment, classifying them into a classification. With special inspectors (surveyors) he monitors them throughout their lives, either with periodic or extraordinary inspections. In addition to the certificate of class or class (certificate of class) the Classification Societies also issue the following certificates: Tonnage certificate Load line certificate Certificate of seaworthiness Cargo gear certificate Certificate of damage (monitoring) (certificate of damages) and others of a more specific nature (Anyanova, 2008).

Table 16

Frequency of ship inspections by company people		
	Frequency	Percent
Once every month	7	6,7
Once every 3 months	63	60,0
Once every 6 months	28	26,7
Once every 12 months	7	6,7
Total	105	100,0

According to table 16 60% of the participants said that every 3 months company employees conduct ship inspections, 26.7% of the participants said every 6 months, 6.7% of the participants said every month and the rest 6.7% of the participants said every 12 months.

Table 17

To what extent do you invest in safety culture on board?		
	Frequency	Percent
Not at all	1	1,0
Moderately	26	24,8
To a large extent	75	71,4
To a very large extent	3	2,9
Total	105	100,0

According to table 17 74.1% of the participants said that the companies they work for invest in safety culture on board at least to a large extent, 24.8% of the participants said to a moderate extent and the rest 1% of the participants said not at all.

Table 18

What means do you use to apply safety culture on board?		
	Frequency	Percent
Implementation of procedures	11	10,5
Newlybuiltships	6	5,7
Bonussystems for ships	32	30,5
Performance Criteria (performanceevaluation)	19	18,1
Education/training	28	26,7
Frequentinspections	9	8,6
Total	105	100,0

According to table 18 30.5% of the participants said that the companies they work for apply a bonus system for ships as a safety culture on board, 26.7% of the participants referred to the education/training, 18.1% of the participants referred to the performance criteria (performance evaluation), 10.5% of the participants referred to the implementation of procedures, 8.6% of the participants referred to frequent inspections and the rest 5,7% of the participants referred to newly built ships.

Table 19

Frequency of internal audits		
	Frequency	Percent
Once every 3 months	57	54,3
Once every 6 months	35	33,3
Once every 12 months	13	12,4
Total	105	100,0

According to table 19 54.3% of the participants said that every 3 months the companies they work for conduct internal audits, 33.3% of the participants said every 6 months and 12.4% of the participants said every 12 months.

Table 20

Environmental protection procedures		
	Frequency	Percent
Yes	105	100,0

According to table 20, 100% of the participants said that the companies they work for use environmental protection procedures.

Table 21

Budget for training expenses		
	Frequency	Percent
Yes	104	99,0
No	1	1,0
Total	105	100,0

According to table 21 99,0% of the participants said that the companies they work for have budget for training expenses while the rest 1% of the participants said no.

Table 22

Evaluation of the integrity of officer training		
	Frequency	Percent
To a small degree	2	1,9
Moderately	32	30,5
To a large extent	70	66,7
To a very large extent	1	1,0
Total	105	100,0

According to table 22 67.7% of the participants said that the companies they work for implement an evaluation of the integrity of officer training at least to a large extent, 30.5% of the participants said to a moderate extent and the rest 1.9% of the participants said to a small degree.

Table 23

Evaluation of the integrity of lower crews		
	Frequency	Percent
Moderately	50	47,6
To a large extent	54	51,4
To a very large extent	1	1,0
Total	105	100,0

According to table 23 52.4% of the participants said that the companies they work for implement an evaluation of the integrity of lower crews at least to a large extent and the rest 47.6% of the participants said to a moderate extent.

According to table 24 43.8% of the participants said that the companies they work for use as an incentive to attract sailors the good working conditions (eg new ships), 25.7% of the participants referred to the remuneration, 22.9% of the participants referred to the education/training, 6.7% of the participants referred to the development prospects and the rest 1% of the participants referred to other incentives such as scholarships for further studies, life insurance, etc.

Table 24

Incentives to attract sailors to the company		
	Frequency	Percent
Remuneration	27	25,7
Good working conditions (eg new ships)	46	43,8
Education/training	24	22,9
Development prospects	7	6,7
Other incentives such as scholarships for further studies, life insurance, etc.	1	1,0
Total	105	100,0

Table 25

Evaluation of the degree of organization in the company		
	Frequency	Percent
To a small degree	1	1,0
Moderately	48	45,7
To a large extent	54	51,4
To a very large extent	2	1,9
Total	105	100,0

According to table 25 53.1% of the participants said that the companies they work for implement an evaluation of the degree of organization in the company at least to a large extent, 45.7% of the participants said to a moderate extent and the rest 1.0% of the participants said to a small degree.

According to table 26 89.5% of the participants said that the companies they work for give at least great emphasis to the training of the crew as a strategy for their development (8.6% a moderate emphasis), 55.3% of the participants said that the companies they work for give at least great emphasis to new buildings as a strategy for their development (40.0% a moderate emphasis), 37.1% of the participants said that the companies they work for give at least great emphasis to the use of equity as strategy for their development (6.7% a moderate emphasis), 31.5% of the participants said that the companies they work for give at least great emphasis to the dissolution of fleet for repositioning when conditions change as strategy for their development (65.7% a moderate emphasis), 30.5% of the participants said that the companies they work for give at least great emphasis to Back Sales as strategy for their development (56.2% a moderate emphasis), 28.6% of the participants said that the companies they work for give at least great emphasis to Constant fleet growth as strategy for their development (65.7% a moderate emphasis) and 27.7% of the participants said that the companies they work for give at least great emphasis to the strategy of activity with another type of ship as strategy for their development (62.9% a moderate emphasis).

According to table 27 31.4% of the participants said that the company they work for earn revenue in addition to chartering its own ships from other activities while the rest 68.6% of the participants said no.

Table 26

The relevant emphasis that companies have given to the following strategies for their development

	Not at all		Low emphasis		Moderate emphasis		Great emphasis		High emphasis	
	N	%	N	%	N	%	N	%	N	%
Back Sales (Purchase of ships when the market is moving at low levels and selling them when the market is moving at higher levels)	8	7,6%	6	5,7%	59	56,2%	31	29,5%	1	1,0%
New Buildings	0	0,0%	5	4,8%	42	40,0%	57	54,3%	1	1,0%
Second Hand Ships	0	0,0%	43	41,0%	60	57,1%	2	1,9%	0	0,0%
Constant fleet growth	0	0,0%	6	5,7%	69	65,7%	28	26,7%	2	1,9%
Modifications of existing ships	0	0,0%	7	6,7%	87	82,9%	11	10,5%	0	0,0%
Listing on a stock exchange	78	74,3%	1	1,0%	0	0,0%	26	24,8%	0	0,0%
Bank loan	0	0,0%	4	3,8%	98	93,3%	3	2,9%	0	0,0%
Use of Equity	0	0,0%	59	56,2%	7	6,7%	39	37,1%	0	0,0%
Vertical differentiation (eg acquisition of a shipyard or supply company)	4	3,8%	11	10,5%	84	80,0%	6	5,7%	0	0,0%
Opportunity flag	0	0,0%	16	15,2%	66	62,9%	23	21,9%	0	0,0%
Activity with another type of ship	2	1,9%	8	7,6%	66	62,9%	28	26,7%	1	1,0%
Splitting family business into smaller ones	16	15,2%	7	6,7%	68	64,8%	14	13,3%	0	0,0%
Exploitation of financial scale	8	7,6%	6	5,7%	68	64,8%	23	21,9%	0	0,0%
Fleet decommissioning (non-use of fleet in low market periods to avoid more damage)	8	7,6%	6	5,7%	70	66,7%	21	20,0%	0	0,0%
Dissolution of fleet for repositioning when conditions change	0	0,0%	3	2,9%	69	65,7%	32	30,5%	1	1,0%
Crew training	0	0,0%	2	1,9%	9	8,6%	44	41,9%	50	47,6%

Table 27

Does your company earn revenue in addition to chartering its own ships from other activities (eg provides management services)?

	Frequency	Percent
Yes	33	31,4
No	72	68,6
Total	105	100,0

According to table 28 93.3% of the participants said that the company they work for consider at least quite important the formal communication, 91.4% of the participants referred to the operational goals, 87.6% of the participants referred to budget targets and 78.1% of the participants referred to informal communication.

According to table 29 89.5% of the participants agreed that the formal control systems are used by senior

management to collect information on those tasks that managers want to focus their attention on and 61% of the participants agreed that managers maintain control in areas that do not need special attention.

Conclusion. The purpose of this study was to investigate the strategy that the shipping industry is implementing in Greece. To achieve the purpose of the research, primary quantitative research was conducted on 105 employees in shipping companies in Greece.

According to the results of the study, most of the companies in which the respondents work were founded more than six years ago. In these, the owner of the company is also the President / CEO of the company. Few companies are listed on the stock exchange. Most have at their disposal 7–30 ships that sail in ports of both developing and developed countries. As for the flag used by companies, it varies and depends on

Table 28

How important are the following for your company?

	Not at all important		A little bit important		Moderate important		Quite important		Very important	
	N	%	N	%	N	%	N	%	N	%
Informal communication (eg meetings, interpersonal relationships)	16	15,2%	2	1,9%	5	4,8%	59	56,2%	23	21,9%
Formal communication (eg Management Review Meeting)	1	1,0%	2	1,9%	4	3,8%	36	34,3%	62	59,0%
Achieving budget targets	1	1,0%	4	3,8%	8	7,6%	29	27,6%	63	60,0%
Achieving operational goals (speed, delivery, safety)	0	0,0%	2	1,9%	7	6,7%	27	25,7%	69	65,7%

Formal control systems are used by senior management to:

	Totally disagree		Rather disagree		Neither agree nor disagree		Rather agree		Totally agree	
	N	%	N	%	N	%	N	%	N	%
Managers maintain control in areas that do not need special attention	3	2,9%	6	5,7%	32	30,5%	55	52,4%	9	8,6%
Information is collected on those tasks that managers want to focus their attention on	0	0,0%	0	0,0%	11	10,5%	44	41,9%	50	47,6%

tax exemptions. For the most part, companies choose flags of countries with the lowest possible taxation. In relation to the strategy of the companies, most of them evaluate the satisfaction of their customers and apply preventive maintenance at least to a large extent. Also most companies take care to immediately repair the damage / accidents and work with specific suppliers. Most companies also apply supplier evaluation procedures.

Many companies (4 out of 10) use the commercial classification as selection criteria for classification societies and pay attention to the quality characteristics / rigor of inspections. In addition, in most companies every 3 or 6 months the employees carry out ship inspections as the companies invest in the safety culture on board at least to a large extent. Also every 3 or 6 months the companies under study conduct internal audits. The analysis also revealed that companies use environmental protection procedures and have a budget for training costs. They also apply an evaluation of the integrity of the training for all employees, but also an evaluation of the degree of organization of the company.

Many of the companies use good working conditions (eg new ships), pay and education / training as an incentive to attract seafarers. In addition, the companies under study, as a strategy for their development, place great emphasis on crew training, in new buildings, while less on the use of equity or after-sales or the dismantling of the fleet for relocation when conditions change. Most companies also consider formal communication, business goals and financial goals, as well as informal communication, to be quite important.

Finally, in almost all companies, formal control systems are used by senior management to gather information about the tasks they want to focus on, and managers maintain control in areas that do not require special attention.

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Анотація. Метою статті було дослідження стратегії, яку впроваджує морська галузь у Греції. Для досягнення мети дослідження, було використано закрите анкетування. Було відібрано 105 респондентів, які працюють у судноплавних компаніях Греції. Згідно з результатами дослідження, більшість компаній, в яких працюють респонденти, були засновані більше шести років тому. Здебільшого компанії обирають прапори країн з найнижчим оподаткуванням. Щодо стратегії компаній, більшість з них оцінюють задоволеність своїх клієнтів, піклуються про те, щоб негайно усунути пошкодження/нещасні випадки та працювати з конкретними постачальниками, застосовують процедури оцінки постачальників. Аналіз показав, що компанії використовують процедури захисту навколишнього середовища та мають бюджет на навчання. Вони також застосовують оцінку комплексності навчання для всіх співробітників, а також оцінку рівня організації компанії. Багато компаній забезпечують хороші умови праці (наприклад, нові кораблі), оплату та освіту/підготовку як стимул для залучення кадрів. Крім того, досліджувані компанії, в якості стратегії розвитку, приділяють велику увагу навчанню екіпажу. Більшість компаній також вважають досить важливими офіційне спілкування, встановлення бізнес- та фінансових цілей, а також неформальне спілкування. Нарешті, майже в усіх компаніях вищим керівництвом використовуються формальні системи контролю для збору інформації про завдання, на яких вони хочуть зосередитися, а керівники середнього рівня зберігають контроль у сферах, які не потребують особливої уваги керівників вищого рівня.

Ключові слова: судноплавна галузь, Греція, задоволеність, процедури, стратегія.