School of Social Sciences

Master in Business Administration

The Application of Microsoft Tools in Small and Medium-sized Greek Enterprises

Dimitris Patsaouras

Supervisor:

Anastasios Magoutas

Patras, Greece, May 2026

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Dimitris Patsaouras

Supervising Committee

Supervisor:
Anastasios Magoutas

Co-Supervisor:
Ioannis Bakouros

Patras, Greece, “May” “2025”

To my family

Abstract

In Greece, small and medium-sized enterprises are currently facing the significant challenge of digital transformation. Microsoft tools, due to their widespread use and integrated ecosystem, constitute a central choice for these businesses. However, their adoption has not yet been sufficiently examined at the research level.The aim of the present study was to examine the implementation of Microsoft tools by small and medium-sized enterprises in Greece, capturing the level of use, the benefits, the barriers, and the factors that could contribute to their further adoption.In this study, data were collected through a quantitative approach from 161 employees of small and medium-sized enterprises, who responded to a Likert-scale questionnaire. In addition, semi-structured interviews were conducted with 10 managerial executives of small and medium-sized enterprises.

The perception of the benefits was very high, with the leading benefits being productivity, work organization, and remote work. The most central barriers concerned the lack of digital skills and cost. Very small businesses (1–20 employees) perceived fewer benefits ($p = 0.043$). Through the qualitative analysis, two different "speeds" of adoption were identified, as there was extensive use of core tools (Word, Excel, Teams), but underutilization of advanced analytics and artificial intelligence capabilities, due to resistance to change, unequal digital readiness, and insufficient training.

Microsoft tools are particularly important for small and medium-sized enterprises, but their full utilization encounters various barriers, which are not necessarily technical, but are related to the culture of small and medium-sized enterprises in Greece and the limited emphasis placed on the development of an organized plan for the adoption of digital innovation. Within this context, educational initiatives are required to strengthen the knowledge and skills of small and medium-sized enterprises personnel regarding these technological tools, as well as additional state funding, especially for very small businesses.

Key-words

Greece, innovation, Microsoft, small and medium-sized enterprises, technology

Περίληψη

Στην Ελλάδα, οι μικρομεσαίες επιχειρήσεις είναι επί του παρόντος αντιμέτωπες με τη σημαντική πρόκληση του ψηφιακού μετασχηματισμού. Τα εργαλεία της Microsoft, λόγω της ευρείας διάδοσης και του ολοκληρωμένου οικοσυστήματός τους, συνιστούν μια κεντρική επιλογή για τις επιχειρήσεις αυτές. Μέχρι στιγμής, όμως, δεν έχει εξεταστεί επαρκώς η υιοθέτησή τους σε ερευνητικό επίπεδο.

Σκοπός της παρούσας έρευνας ήταν η μελέτη της εφαρμογής των εργαλείων της Microsoft από πλευράς των μικρομεσαίων επιχειρήσεων στην Ελλάδα, αποτυπώνοντας τον βαθμό χρήσης, τα οφέλη, τα εμπόδια και τους παράγοντες που θα μπορούσαν να συμβάλουν στην περαιτέρω υιοθέτησή τους.

Στη συγκεκριμένη μελέτη πραγματοποιήθηκε συλλογή δεδομένων μέσω ποσοτικής προσέγγισης από 161 εργαζομένους μικρομεσαίων επιχειρήσεων, οι οποίοι απάντησαν σε ερωτηματολόγιο με μορφή κλίμακας Likert. Επίσης, πραγματοποιήθηκαν ημιδομημένες συνεντεύξεις με 10 διευθυντικά στελέχη μικρομεσαίων επιχειρήσεων.

Η αντίληψη των ευεργετημάτων ήταν πολύ υψηλή, με κορυφαία οφέλη την παραγωγικότητα, την οργάνωση της εργασίας και την απομακρυσμένη εργασία. Τα πιο κεντρικά εμπόδια αφορούσαν την έλλειψη ψηφιακών δεξιοτήτων και το κόστος. Οι πολύ μικρές επιχειρήσεις (1–20 άτομα) αντιλαμβάνονταν λιγότερα οφέλη ($p = 0,043$). Μέσω της ποιοτικής ανάλυσης διαπιστώθηκαν δύο διαφορετικές «ταχύτητες» υιοθέτησης, καθώς υπήρχε εκτεταμένη χρήση βασικών εργαλείων (Word, Excel, Teams), αλλά υποαξιοποίηση προηγμένων δυνατοτήτων ανάλυσης και τεχνητής νοημοσύνης, εξαιτίας της αντίστασης στην αλλαγή, της άνισης ψηφιακής ετοιμότητας και της ανεπαρκούς εκπαίδευσης.

Τα εργαλεία της Microsoft είναι ιδιαίτερα σημαντικά για τις μικρομεσαίες επιχειρήσεις, αλλά η πλήρης αξιοποίησή τους προσκρούει σε διάφορα εμπόδια, τα οποία δεν είναι απαραίτητα τεχνικά, αλλά σχετίζονται με την κουλτούρα των μικρομεσαίων επιχειρήσεων στην Ελλάδα και την περιορισμένη έμφαση που δίνεται στην ανάπτυξη ενός οργανωμένου πλάνου υιοθέτησης της ψηφιακής καινοτομίας. Στο πλαίσιο αυτό, απαιτούνται εκπαιδευτικές δράσεις για την ενίσχυση των γνώσεων και δεξιοτήτων του προσωπικού των

μικρομεσαίων επιχειρήσεων όσον αφορά τα εν λόγω τεχνολογικά εργαλεία, καθώς και επιπρόσθετη κρατική χρηματοδότηση, ιδίως για τις πολύ μικρές επιχειρήσεις.

Λέξεις-κλειδιά

Ελλάδα, καινοτομία, μικρομεσαίες επιχειρήσεις, Microsoft, τεχνολογία

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List of Abbreviations & Acronyms

AI	Artificial Intelligence
CEO	Chief Executive Officer
D365	Dynamics 365
ERP	Enterprise Resource Planning
EU	European Union
FMCG	Fast-Moving Consumer Goods
HR	Human Resources
ICT	Information and Communications Technology
IT	Information Technology
MNE	Multinational Enterprise
MS-DOS	Microsoft Disk Operating System
R&D	Research and Development
SME	Small and Medium-sized Enterprise
SPSS	Statistical Package for the Social Sciences

1. Introduction

In the modern era, globalisation and the development of economies of scale have allowed the creation and dominance of huge enterprises (Schwab & Malleret, 2020). From a historical point of view, however, social and economic activity has always been based on small and medium-sized enterprises, with their origins traceable to agricultural society and economy (Dalio, 2021). Small and medium-sized entrepreneurship therefore constitutes not only a structural pillar of today's economies, but also a form of business organisation that has contributed throughout historical time to the social and economic evolution of humanity (Dalio, 2021; Schwab & Malleret, 2020).

In Greece, Small and Medium-Sized enterprises (SMEs) are particularly important, essentially forming the backbone of the Greek economy. The position of those enterprises in the Greek economy is explained as a result of historical dynamics, since as early as the nineteenth century the agrarian reform of 1871 produced a situation of small ownership in the agricultural economy, which allowed the development of small-scale family businesses in the agricultural sector. Political economists of that time, such as Ioannis Soutsos, highlighted the advantages of small ownership as a structural pillar of the economy. The combination of small agricultural businesses with the small businesses of the commercial sector that developed during the same period led to a dominant position of small and medium-sized enterprises in the economy, which was maintained thereafter (Angelakis & Manioudis, 2025).

The historical events that followed initially led to some tendencies to limit the role of SMEs, tendencies that were, however, soon reversed. The main event that dealt a blow to SMEs was the Second World War, which by destroying the productive base of the economy allowed. For that reason, post-war recovery was based on large reconstruction plans, creating a chance for many enterprises to grow further. However, the civil war that followed the Second World War led to the marginalisation of many citizens from traditional employment opportunities due to political persecution, thus creating a field of employment through SMEs. Those enterprises continued to play a dominant role in the economy over the following decades, with the period 1980–2000 considered the “golden era” of SMEs in Greece. Nevertheless, the debt crisis of 2008 and the prolonged economic recession caused

significant problems for them, focing many companies out of the market (Angelakis & Manioudis, 2025).

The next crisis that small and medium-sized enterprises in Greece, as well as more broadly, were called upon to face is that of the COVID-19 pandemic. As Schwab & Malleret (2020) aptly note, the pandemic functioned as a great imbalancer, i.e. it intensified pre-existing inequalities in all fields, including that of entrepreneurship. Consequently, the pandemic led to a new, yet again different compared to the past, era for small and medium-sized enterprises, both in Greece and internationally.

Clearly, the evolution of the trend for small and medium-sized enterprises over time is not a function only of the historical events themselves, but also of the technological development accompanying them. Technological development is, after all, the pre-eminent pillar that acts transformatively for the economy (Thiel & Masters, 2014). However, technological development can act as a factor that promotes inequalities, given, that is, that technological giants are formed which possess systems to which smaller enterprises cannot have access, with the result that inequalities intensify (Chomsky, 2017).

In any case, studies such as Chomsky (2017) take a critical stance towards the use of technology by businesses, considering that it intensifies inequalities between them and, by extension, the inequalities existing at a broader social level. However, it would be wrong for such a position to be accepted as fixed, overlooking the ability of technology to act transformatively for the economy as a whole. In Greece, the report of the Pissarides Committee (Hellenic Government, 2020) focused, among other things, on this very issue, focusing on how small and medium-sized enterprises themselves can adopt modern technology and improve their position in the market. Indeed, small and medium-sized enterprises are characterised by much greater flexibility compared to those larger in size, thus allowing them to use a “trial and error” type strategy during the phase of adopting technological transformations (Dana et al., 1999). Therefore, while there is often talk of the asymmetric dominance of large market giants to the detriment of small and medium-sized enterprises when adopting technological tools, the flexibility of small and medium-sized entrepreneurship entails certain advantages that should not be overlooked.

The technologised world of today has its historical starting point at the end of the 20th century. The social and historical evolution of humanity can be divided into three central phases: agricultural society and economy, industrial society, and the information society, whose tools par excellence are the electronic computer and the internet (Dalio, 2021). In the

information society, certain start-up enterprises of the last decades of the 20th century developed technological innovation and, in reality, are not a result of the transition to the information society, but companies that contributed decisively to this transition (Thiel & Masters, 2014). One such enterprise is Microsoft, which was founded in 1975 and transformed the economy due to the development of tools used by individuals and businesses, such as Windows (Klein, 2001).

At the beginning of the 21st century, Klein (2001), studying Microsoft's position, developed a reflection on whether its development had reached an impasse and on how it could improve its position in the market. Indeed, one could consider that Microsoft has reached is full potential through the development of the Windows, leading to a stage of progressive decline. Yet, the years that followed lead to the finding that Microsoft is a constantly evolving enterprise, which studies the needs of the market and the technological possibilities, readjusting its tools (Thiel & Masters, 2014). The changes that followed were not only internal, but mainly due to external forces, such as the development of artificial intelligence, which accelerated after the onset of the COVID-19 pandemic (Schwab & Malleret, 2020). Hence, the company utilises artificial intelligence to develop advanced tools, such as Copilot (Stratton, 2024). Hence, it is important to examine how SMEs could adopt the latest technological advancements, in order to improve their performance and their position in the market.

Based on the above, the aim of the present study is to capture the potential gap between the possibilities of applying Microsoft's tools by small and medium-sized enterprises in Greece and the degree to which these are actually adopted, also studying the benefits, the adoption barriers and the factors that could contribute to their further adoption. The study is based on a mixed methodological approach, namely a quantitative survey of 161 employees of small and medium-sized enterprises and interviews with 10 managerial executives. These results were then examined in combination through triangulation, a method which, according to Robson (2002), is suitable for the synthesis of results from different approaches and for reaching safe conclusions about a topic under examination. Based on the above, the present study might be useful both for SMEs in Greece, as well as for Microsoft, in order to further improve its tools.

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2. Literature Review

In the literature review section, an attempt is made to establish the theoretical and empirical framework upon which the present study is developed. More specifically, this chapter consists of three individual subchapters. The first concerns the current state of SMEs in Greece, in order to depict the starting point from which future initiatives should commence, given their number and capabilities. The second concerns the importance of technological innovation for businesses, highlighting its transformative potential in the modern economy. The third deals with Microsoft's own tools, in order to present their nature and capabilities. Through the above, an attempt is made to outline the existing body of knowledge upon which the present research is subsequently developed.

2.1 The current status of small and medium-sized Greek enterprises (Past, current and future challenges)

In our country, SMEs are defined in a functional and methodological manner, with the aim of ensuring data comparability, on the basis of the guidelines of the European Commission (2003). This classification therefore serves purely functional purposes, defining small enterprises as those employing fewer than 50 persons, medium-sized enterprises as those employing between 50 and 249 persons, and large enterprises as those employing 250 persons or more. Finally, there is the category of microenterprises, which have a staff of less than 10 persons. This classification has been established by the European Commission with the objective of ensuring the comparability of data not only within individual countries, but also across the European Union. Consequently, primary emphasis is not placed solely on the number of employees.

However, the classification of an enterprise as an SME does not rely exclusively on the number of employees. A second pillar of criteria consists of financial criteria, which complement staff numbers and reflect the actual economic size of the enterprise. More specifically, account is taken of the annual turnover, which must not exceed EUR 50 million for medium-sized enterprises (EUR 10 million for small enterprises and EUR 2 million for micro-enterprises), and the annual balance sheet total, which must not exceed EUR 43 million for medium-sized enterprises (EUR 10 million for small enterprises and EUR 2

million for micro-enterprises). Compliance with either of these two financial thresholds is sufficient; it is not necessary to meet both.

The third criterion concerns the independence of the enterprise. This criterion relates to its ownership and managerial links with other enterprises or public bodies. More specifically, an enterprise is not considered an SME if 25% or more of its capital or voting rights are directly or indirectly controlled by a public body or by enterprises that do not meet the SME criteria, subject to certain explicit exceptions (e.g. investment funds, universities, or business angels under specific conditions).

The fourth relevant criterion concerns the distinction between autonomous, partner, and linked enterprises, which is of particular importance for the calculation of actual size. In the case of partner and linked enterprises, staff numbers and financial figures are adjusted proportionally or aggregated, so as to prevent the artificial fragmentation of business groups aimed at obtaining SME status.

Finally, there is the reference period criterion, according to which the relevant data are calculated on the basis of the most recently approved financial year, while a change in the size category of an enterprise occurs only if the relevant thresholds are exceeded or fallen below for two consecutive financial years. In this way, the stability of the classification is ensured.

In any case, this technocratic approach is not sufficient to depict the full range of differences that distinguish small and medium-sized enterprises. According to Dana et al. (1999), there are significant differences in terms of entrepreneurial mindset and attitudes toward innovation. As they point out, the differences between SMEs and large enterprises in fact reflect distinct strategies and worldviews. SMEs operate with an entrepreneurial mentality whose central pillars are flexibility, innovation, rapid adaptation, and the use of networking as a means of survival and growth. In contrast, large enterprises rely on established and institutionalized strategies, hierarchical structures, and extensive internal organization, with their core objectives being stability, expansion, and the exploitation of economies of scale. SMEs tend to accept higher levels of entrepreneurial risk while having a limited capacity to absorb that risk, whereas large enterprises distribute risk through diversification across different sectors and geographical areas. Consequently, these two forms of enterprise do not

merely represent different sizes within a shared business reality, but rather embody distinct models of strategy and organizational structure.

Distinguishing Characteristics	**SMEs (Small and Medium-sized Enterprises)**	**MNEs (Multinational Enterprises)**
1. Size	Small to medium	Large
2. Access	Generally limited to local or regional markets	Regional and global markets
3. Reach	Limited	Worldwide
4. Resource reliance	Small resource base; mostly outsourced and leveraged	Large resource base; mostly internally sourced
5. Risk and exposure	High risks mainly from operations; high exposure relative to firm size; risks often shared with associates; high probability of insolvency or failure	High risks at subsidiary level due to foreignness; relatively low overall risk because of worldwide diversification
6. Risk-taking capacity	High propensity to take risks; low capacity to absorb them	Low propensity to take risk; high overall capacity to absorb risk
7. Source of strategic vision/direction	Entrepreneur or small executive group; mainly innovative, proactive, and opportunity-driven	Globally oriented boards or CEOs; more reactive and responsive to governments and societies
8. Focus of responsiveness	Primary segments and local markets	Profitable markets worldwide; international and subsidiary markets
9. Expansion mechanisms	Pooling and leveraging own and others' capabilities and expertise	Leveraging local incentives; coordination among subsidiaries
10. Network characteristics	Loose, synergistic networks of independent agents with mutual interests	Tight and comprehensive linkages between headquarters and mostly owned subsidiaries

11. Control characteristics	Self-control; mostly horizontal, mutual coordination within networks	Hierarchical and predominantly vertical control aimed at maximizing global profits

Table 1: The differences between small-medium and multinational enterprises
Adjusted from: Dana et al. (1999)

In our country, the dominant presence of small and medium-sized entrepreneurship can be traced back as early as the 19th century and is inextricably linked to the concept of small-scale ownership, particularly in the agricultural sector. With the agrarian reform of 1871, 2.65 million hectares of national land were distributed through 370,000 allotments, thus leading to a model of small-scale, family-type agricultural land exploitation. At the same time, political economists and intellectuals of 19th-century Greece, such as Ioannis Soutsos, advocated the model of small property ownership as a structural pillar of a national economy, thereby contributing to the consolidation of this production model. In parallel, retail trade evolved into a structural pillar of employment, with the small size of enterprises as its defining characteristic. These dynamics led to the development of a socio-economic stratum of small entrepreneurship within Greek society (Angelakis & Manioudis, 2025).

During the Second World War, the productive base of the Greek economy was severely damaged, resulting in a reduction in the number of small enterprises. This period led to the survival of businesses that held a more established position in the market—namely medium-sized enterprises—at the expense of smaller ones. However, the Civil War functioned as a dynamic stimulus for small entrepreneurship in Greece. More specifically, the blocking of access for left-wing individuals to public-sector positions and the suspicion surrounding their employment in private enterprises led to the development of small businesses as a means of escape from economic hardship. From that point onward, small and medium-sized entrepreneurship became firmly established and remained, in general terms, largely unchanged in its structural characteristics until the 1980s (Angelakis & Manioudis, 2025).

From the 1980s onward, a new period began. In particular, from the beginning of the 1980s, the deindustrialization of Greece pushed large segments of the labor force toward the tertiary sector, leading to the creation of small enterprises. The period 1980–2000 can be

characterized as the "golden era" of small and medium-sized entrepreneurship, as SMEs emerged as the main pillar of the Greek productive model, consolidating their role both in employment and in the structure of economic activity. After 2008, the financial crisis and the subsequent prolonged recession exerted intense pressure on SMEs, with serious socio-economic consequences and a large number of enterprises being forced to cease operations (Angelakis & Manioudis, 2025).

Do date, Greek enterprises have to deal with the challenges of digitization and rapid technological evolution. After the crisis, the Report of the Pissaridis Committee was developed, serving as a strategic tool to food how the Greek economy should be oriented in the near future. According to the report, it is essential to support technological integration in small and medium size businesses, as a way to increase their productivity and have a positive overall impact to the Greek economy (Hellenic Government, 2020).

2.2 Technologically innovation tools for businesses

The use of modern technology by small and medium-sized enterprises is inextricably linked to globalization. Globalization has had a decisive impact on the use of technological tools, transforming technology from an optional support mechanism into a structurally essential means of adaptation and survival. In an internationalized and highly competitive environment, SMEs were required to overcome constraints related to size and resources, moving toward the mandatory adoption of technological tools for information, communication, and networking in order to gain access to international markets. Technology began to function as a mechanism for cost reduction, the enhancement of organizational flexibility, and faster responsiveness to the rapid international changes characteristic of the era of globalization (Dana et al., 1999).

In reality, however, globalization compelled SMEs, in a sense, to adopt technological innovation, as they were confronted with larger enterprises possessing extensive resources and international presence, thus forcing them to use tools they had not previously employed in order to remain competitive. Globalization therefore acted as a driving force behind the adoption of technological innovation by small and medium-sized enterprises (Dana et al., 1999).

For the study of how modern technology is adopted by SMEs, it is useful to examine the way in which technology was adopted during the previous major technological shift—namely, the rapid development and integration of computers into social and economic life during the final decades of the twentieth century. In examining the way enterprises adopted and continue to adopt technology, Fink (1998) developed a relevant model focusing specifically on SMEs. According to this model, the first stage concerns the evaluation of the potential benefits that could arise from the adoption of technology. Firms therefore assess whether technology could lead to improvements in efficiency and the strengthening of their competitive advantage. At the same time, this stage involves an assessment of organizational culture in terms of readiness for technology use. Finally, at this stage, the suitability of available technological solutions is evaluated with regard to their cost and their compatibility with the firm's operations. Based on all these considerations, an initial decision is made as to whether a technological investment should be undertaken.

The second stage relates to the availability of internal resources and the existence of appropriate processes for technology selection and integration. At this stage, it is examined whether the firm possesses the necessary financial capacity to proceed with the technological investment. Firms focus on the feasibility of integrating the technology into their routine operational processes and on its alignment with existing systems. In addition, this stage assesses whether the human resources of the organization can be trained to effectively use the new technologies (Fink, 1998).

In the final stage described by Fink (1998), an evaluation of the internal environment, external support, and available external resources takes place. Accordingly, firms examine the competitive landscape, the use of technology by customers or partners, and the need to maintain their competitiveness. The contribution of external actors—such as suppliers, technology consultants, and other support providers—is evaluated, along with the ways in which the firm could be supported in operating the systems it plans to adopt. Upon completion of this stage, the company proceeds with the adoption of the new technology.

Another particularly important line of inquiry concerns the type of technological tools adopted by small and medium-sized enterprises. According to Dallago (2000), SMEs tend to adopt technological tools that differ from those used by large enterprises, since the tools

they adopt are primarily aimed at flexibility, rapid adaptation, and cooperation. They therefore do not rely on highly complex systems that require large scale, and they also often avoid cutting-edge technologies that entail high risk and significant coordination costs. These enterprises are frequently driven toward more flexible and low-cost technological solutions, which consequently differentiates the tools they use from those adopted by large-scale enterprises.

The integration of technological innovation by domestic enterprises was the subject of extensive research during the 1980s and 1990s, given the need to capture levels of technological readiness and the factors determining the adoption of modern technology by small and medium-sized enterprises. A particularly interesting study in this regard is that of Doukidis et al. (1992), which was conducted in 1989 among 50 SMEs in Greece. Data collection was carried out through a questionnaire administered to company managers.

The findings indicated a substantial increase in familiarity with and experience of technology among SMEs, as by 1989 more than three quarters of the firms in the sample had prior experience with computer use, in contrast to 1984, when the majority had no such experience. The adoption of computerization was primarily associated with the need to improve information processing and availability, save time, achieve better inventory control, and enhance accuracy in business processes, while the perception that technology was mainly intended to reduce personnel declined. Despite this increased maturity, key problems persisted, most notably inadequate training, malfunctions or shortcomings on the part of suppliers, and limited internal technical expertise. At the same time, an increased reliance on external sources of advice was observed, mainly on software companies, although the use of independent consultants remained relatively low. Given the rapid shift of international firms toward digital technologies, Doukidis et al. (1992) argued that the adjustment of Greek SMEs to these contemporary trends was particularly slow.

One of the reasons why the integration of technological innovation was limited in Greek enterprises at the end of the twentieth century was also the restricted effort to promote its adoption through central-level policies and strategic programmes. By the mid-1990s, other countries of the European Union were already focusing on the development of so-called Science Parks, within which technological innovation diffused among small and medium-

sized enterprises, whereas Greece did not place comparable emphasis on this direction. In addition, Greece had a very low number of doctoral graduates in modern technologies relative to its overall population compared to the rest of the European Union, resulting in a shortage of the human capital that could have provided a significant boost to technological innovation in SMEs. Finally, there was a very weak linkage between universities, research institutions, and small and medium-sized enterprises. While in other EU countries these structural preconditions for the adoption of technological innovation by SMEs were present, comparable conditions did not exist in Greece (Storey & Tether, 1998).

Limited technological penetration in Greece constitutes a broadly acknowledged condition. To understand this situation, it is necessary to examine the wider historical dynamics that led Greece to lag behind the general technological trajectories of the information society. As Christidis (2003) points out, in Greece—and more broadly in the Balkan countries—the transition from an agrarian to an industrial society was significantly slower, as the Ottoman authorities discouraged industrialization, viewing it as a potential source of empowerment for subject populations and a catalyst for uprisings. Because this transition from agrarian to industrial society was delayed, as noted by Christidis, the subsequent transition of Greece from an industrial society to an information society was also postponed. Consequently, Greece experienced a more general lag in its entry into successive phases of modern history.

In Greece, the economic crisis served as a period of redefinition of the value of technology integration for small and medium-sized enterprises. This issue was examined through a study by Giotopoulos et al. (2017) involving a sample of Greek SMEs. The study utilized data from 3,500 small and medium-sized enterprises operating across heterogeneous sectors of the economy, and investigated the extent to which firms' technological capabilities, human capital, and internal organization affect different dimensions of adoption of modern technological tools, such as intentions to use, technological infrastructure, internet integration, and electronic commerce practices (e-sales and e-procurement). As the findings indicated, innovation and R&D activities, participation in research collaborations, a high level of technological skills among employees, decentralized decision-making, and the presence of visionary leadership significantly increased the likelihood of adopting technological innovation. The results further highlighted that technological adoption is not merely a technological choice, but is closely linked to the strategy, organizational structure,

and human resources of Greek SMEs. Notably, the crisis was found to have had a positive effect on the integration of technological innovation, as firms increasingly perceived technological innovation as a strategy for survival.

However, there are also some contradictory findings emerging from a study by Chatzoglou and Chatzoudes (2016), which examined the adoption of technological innovation by small and medium-sized enterprises. More specifically, the study investigated 161 SMEs, analyzing the adoption of technological innovation through the lens of the economic crisis. As the findings showed, although some degree of technological integration did occur during the crisis, two key points of concern were identified. First, the level of technological integration internationally was substantially higher compared to the adoption of technology by Greek enterprises. Second, Greek SMEs tended to adopt relatively simple technological tools, rather than engaging in large-scale technological investments. As a result, although there was a certain level of adoption of technological tools during the crisis period, this phase could be regarded as a lost period for SMEs, due to the different profile of technological integration compared to the period prior to the crisis.

The integration of digital technology by businesses in our country could also be examined on a sectoral basis. One key sector is that of SMEs in retail trade. In Greece, the need for the digital transformation of retail emerged as an adaptive response to the necessity of changing the strategic orientation of Greek businesses during the sovereign debt crisis. This issue was examined in depth in a relevant study by Akrinitakis et al. (2016). In their research, they investigated the characteristics and challenges faced by retail enterprises, as well as the digital transformation that was taking place at that time. The methodology of the study was based on quantitative analysis, using data from both primary and secondary sources. The primary research included data collection through questionnaires administered to a representative sample of SMEs in the clothing retail sector. The questionnaires were designed to examine entrepreneurs' views on competitiveness, the effects of the economic crisis, discount management, and the challenges of digital transformation.

The results led to the conclusion that the economic crisis had a severe impact on apparel retail, with SMEs facing liquidity problems, declining sales, and increased competition. At the same time, the need for digital transformation became imperative, as consumers turned

to online channels for their purchases, as a function of technological progress and their increasing familiarity with digital technologies. However, SMEs encountered challenges in adopting new technologies due to limited resources and a lack of expertise. Those enterprises that managed to integrate digital solutions—such as e-commerce and digital platforms—recorded significant improvements in sales and competitiveness (Akrinitakis et al., 2016).

Overall, the study reached two main conclusions. First, the crisis dictated the need for a change in strategy among Greek retail enterprises, functioning as a form of wake-up call. Second, despite the necessity of digital transformation, retail businesses faced significant obstacles, mainly due to a lack of know-how and resources. As a result, conditions were created that widened the gap between retail companies that successfully adapted to this new reality and those that failed to do so (Akrinitakis et al., 2016).

The next major turning point for the transformation of retail businesses in Greece was the pandemic. The pandemic had a very significant impact on the digitalization of retail in the country, highlighting the urgent need for the rapid adoption of digital technologies by businesses. It is a fact that the pandemic led to substantial changes in consumer habits and in the way businesses operate. As physical stores were forced to close or limit their operations, e-commerce experienced rapid growth. Consequently, SMEs that already had an online presence and the capacity for digital sales were able to respond more effectively to this challenge compared to others (Koilakou, 2022).

When examining SMEs in the Greek retail sector in comparison to large enterprises, it is evident that the latter already possessed the necessary means and resources to implement investments aimed at rapid digital transformation. In contrast, SMEs—which constitute the largest share of retail businesses in Greece—continued to face significant problems and difficulties. Their limited budgets, the absence of digital skills among their workforce, and restricted access to financing limited their ability to respond at the same pace as large retail enterprises to the dynamics of the pandemic (Koilakou, 2022).

Nevertheless, it is a fact that both the European Union and the Greek government acted swiftly to address this structural problem that burdened SMEs. They rapidly developed various initiatives, such as the “Digital Compass 2030” initiative, placing strong emphasis

on the development of digital skills, the modernization of infrastructure, and support for SMEs so that they could adopt digital technologies. For example, specific incentives were provided for the creation of e-shops and for strengthening the online presence of retail SMEs. Despite these efforts, the degree of success of such actions was directly dependent on the overall readiness of these enterprises to accept digital technology and integrate it into their daily mode of operation (Koilakou, 2022).

A second sector that is worth examining with regard to the integration of digital technology in Greece is the agricultural sector and its small and medium-sized enterprises. This interest arises for two distinct reasons. First, this sector is currently experiencing a severe crisis and undergoing a profound transformation. Second, contemporary technology—particularly through advances in smart agriculture—has the potential to operate in a transformative way and contribute to overcoming the deadlock faced by small and medium-sized enterprises.

Smart agriculture is defined as "*the science aimed at improving crop efficiency and supporting management decision-making through the use of advanced technologies, sensors, and related analytical tools*" (Singh et al., 2020, p. 21). This approach focuses on integrating modern technologies and data-driven methods into agricultural practices, with the aim of increasing production and improving crop management. It is based on the use of various technological tools and systems that enable farmers to monitor and respond accurately to changes in crops in the field. Its purpose is to enhance the efficiency, sustainability, and productivity of agricultural activities by leveraging information and communication technologies, sensors, satellite imagery, big data analytics, and artificial intelligence (Garg & Alam, 2023; Singh et al., 2022).

In the Greek context, several studies have been conducted to date examining the level of digital integration of small and medium-sized enterprises in the agricultural sector. One of the most representative is that of Mavridis et al. (2019), which analyzed the contribution of modern technological innovations to the modernization of agricultural activity in Greece. The study highlighted both the opportunities and the challenges associated with the adoption of advanced digital applications within the framework of agricultural entrepreneurship.

According to the study's findings, digitalization constitutes a factor of particular importance for agriculture in post-memorandum Greece, as it can contribute to improving productivity

and efficiency in agricultural enterprises, while at the same time reducing the environmental impacts of their activities. Despite these potential benefits, the implementation of digital technologies at that time remained limited and unevenly distributed across different geographical regions of the country.

The research identified a series of factors that acted as barriers to the adoption of innovative technological solutions. One of the most significant obstacles was the small size and pronounced fragmentation of agricultural holdings, as more than 50% of them did not exceed two stremmata. This condition made it difficult to economically justify investments in high-cost technologies. In addition, the low level of formal agricultural training—since only 3.5% of farm managers had received official education—created a substantial knowledge gap that hindered the diffusion of digital tools. Economic pressures, particularly as a consequence of the financial crisis, further slowed down the adoption process, as many farmers avoided investments with upfront costs despite their future benefits. As a result, small and medium-sized enterprises in the agricultural sector remained at a disadvantage in terms of exploiting new technologies (Mavridis et al., 2019).

Finally, the study's conclusions showed that the use of digital technologies was clearly more intense in regions with larger and more commercially resilient agricultural holdings, as well as more developed infrastructures. Central and Northern Greece, where agricultural production exhibits a higher degree of industrialization, led the way in the implementation of precision agriculture and smart farming practices, thanks to better access to markets, investment capital, and technological infrastructure. In contrast, in remote and predominantly rural areas, where small holdings, insufficient infrastructure, and limited opportunities for financing and training prevailed, the adoption of technological advances remained low. This situation made it more difficult for these areas to adapt to the contemporary demands of the agricultural sector (Mavridis et al., 2019).

Another study examining the Greek case is the review article by Mavridis and Gertsis (2021). The authors point out that the implementation of smart agriculture in Greece is still at an early stage of development; however, it is evolving rapidly, as awareness of the benefits arising from the use of smart farming technologies, robotic systems, and geospatial applications continues to increase. Despite the progress that has been achieved and the

notable efforts to implement relevant solutions, Greece still faces significant challenges in the widespread adoption of precision agriculture. These include the high cost of technological applications, the small size of the majority of agricultural enterprises, as well as deficits in the knowledge and infrastructure required for the transition from traditional practices to more modern, technologically supported forms of cultivation.

The development prospects of precision agriculture in Greece are described as particularly positive, mainly due to European Union policy directions such as the Common Agricultural Policy and the Green Deal, which promote a shift toward more sustainable models of agricultural production. These policies encourage the use of digital tools with the dual aim of enhancing productivity and reducing environmental pressures. As an increasing number of producers recognize the potential of precision agriculture for more efficient resource management, cost reduction, and yield improvement, interest in adopting these technologies is intensifying. Nevertheless, their diffusion is not uniform, as certain regions—primarily those with larger and financially stronger holdings—exhibit higher levels of investment in such solutions. In contrast, for smaller agricultural enterprises and less developed areas, adaptation remains more demanding due to limited financial resources and insufficient access to specialized knowledge (Mavridis & Gertsis, 2021).

As concluded by Mavridis and Gertsis (2021), although smart agriculture holds significant potential for the future of Greek agricultural production, its implementation remains at an initial stage because of structural and economic barriers. In order to fully exploit the potential of these technologies, it is considered necessary to strengthen policy support, upgrade infrastructure, and implement more educational initiatives that will enhance farmers' skills in the use of digital tools. According to the researchers, over time and with the removal of existing constraints, Greece could move toward substantial changes in its agricultural practices, with precision agriculture playing a decisive role in improving the efficiency, sustainability, and economic performance of agricultural enterprises.

For today's small and medium-sized enterprises, the use of artificial intelligence can be regarded as a highly important strategic tool and as a key capability that can transform their efficiency. This issue has been examined through various studies. One particularly relevant study was conducted in Ghana on a sample of 225 SMEs, aiming to investigate the

extent to which artificial intelligence is used to enhance marketing functions in relation to business performance. Artificial intelligence in marketing was operationalized through four core dimensions (Internet of Things, collaborative decision-making systems, virtual and augmented reality, and personalization), while business performance was assessed on the basis of financial performance, customer performance, internal business processes, and learning and growth. The analysis of the data revealed a significant effect across all performance dimensions, highlighting the role of artificial intelligence as a strategic resource for the sustainability and competitiveness of SMEs in emerging economic environments (Borah et al., 2022)

A particularly interesting contribution is a recent systematic review of the literature by Oldemeyer et al. (2025). In their study, the authors examined individual published studies in order to map the challenges that exist at different levels regarding the adoption of artificial intelligence by small and medium-sized enterprises. As they observed, these challenges are political, economic, social, technological, environmental, and legal in nature. The full set of relevant challenges is presented below. Consequently, it cannot be argued that a single challenge or a specific category of challenges is responsible for the barriers and difficulties faced by SMEs in adopting artificial intelligence tools; rather, the evidence suggests that this is a multifactorial problem.

Category	Challenge
Political	Lack of advice
	Lack of research
	Lack of funding
Economic	Cost
	Productivity evaluation
	Risk to fail
	Solutions available on the market
	Lack of resources / machines
	Data exchange
	Lack of standardization
	Process adjustments
	Duration of implementation
	Project planning
Social	Knowledge
	Management
	Acceptance
	AI corporate strategy
	Trust / Ethic
Technological	IT-Infrastructure / Digital maturity
	Data availability
	Data quality
	Complexity / Individuality
	Data security
	Data privacy
	Model / AI-Method / application selection
Environment	Environmental protection
Legal	Regulatory compliance

Table 2: The challenges faced by small-medium size enterprises in the adoption of artificial intelligence

Adjusted from: Oldemeyer et al. (2025)

2.3 The Evolution of Microsoft Tools

Microsoft has contributed significantly to the development of the so called "Information Society" (May, 2008). With regard to Microsoft's tools, their origins can be traced back to the 1970s and the early 1980s. During this period, personal computers were still at a relatively early stage of development and were aimed primarily at specialists. Microsoft Disk Operating System (MS-DOS) constituted the company's first and particularly significant step, as it was a command-line operating system that allowed users to communicate directly with the machine through text. Clearly, today it could be considered a historical-type tool. However, it was quite revolutionary for its time, since it provided a unified environment for program execution and file management. In this way, it effectively enabled hardware developers and programmers to build upon a common standard (Ceruzzi, 2012).

In fact, the contribution of this particular Microsoft tool is especially decisive, as it formed the basis upon which IBM-compatible personal computers were subsequently developed. As a result, the entire personal computer market was initially built on this system. After all, it was a simple system with low resource requirements and sufficient flexibility, which allowed for the development of thousands of applications, ranging from spreadsheets and word processors to games and scientific tools. Microsoft therefore began, already from this early period, to operate through its systems as an "invisible intermediary" between users and applications (Ceruzzi, 2012).

During the 1980s, the major breakthrough came with the introduction of Windows. Initially, it functioned as a graphical environment that ran on top of MS-DOS. Through Windows, icons, windows, and menus were introduced, along with the use of the mouse, thus transforming the computer from a tool intended for specialists and professionals in computer science into a medium accessible to the average user. The user experience was therefore significantly simplified, a development that contributed decisively to the mass diffusion of personal computers into households as well as professional environments.

This new framework also led to the development of the first core tools that accompanied the operating system and contributed to the establishment of the concept of "integrated

software." Specific applications were thus introduced, such as File Manager and later Windows Explorer, which enabled the visual management of files and folders.

Undoubtedly, a particularly decisive step was the development of Internet Explorer and its integration into Windows in the mid-1990s. During this period, the Internet itself began to acquire a mass character. The personal computer was consequently transformed from a standalone tool into a gateway to a global space of information and communication. It could even be argued that this technological development is inextricably linked to the transition to the information society and to a knowledge-based, interconnected economy, as it laid the foundations for global communication, global economic cooperation, and, by extension, globalization.

The next major milestone in the development of Microsoft's tools was the well-known Microsoft Office. This product was developed as a unified suite of office applications at a time when productivity relied on fragmented and potentially incompatible programs. Office was therefore designed as an integrated set of tools rather than as a single standalone application. As a result, great care was taken in its design so that tools such as PowerPoint, Excel, and Word would "speak the same language," share a common logic of use, feature similar menus, and allow the exchange of data between them.

For businesses, this development was of critical importance. In practice, each Office application addressed a fundamental need of the modern working environment. Word led to the establishment of standards for text writing and formatting, effectively replacing the typewriter and allowing flexibility in editing and the reuse of content. Excel, on the other hand, provided access to tools with substantial computational power for the time to non-specialists, thus enabling statistical analysis without the need for programming knowledge—a capability that may be taken for granted today but was groundbreaking in the 1990s. PowerPoint radically transformed the way ideas were presented, making presentations a core communication tool within businesses. In any case, the success of these tools during this period was due not only to their functionality but also to the stability and compatibility of their file formats, while the systems were continuously improved from one version to the next. As a result, these tools evolved into a global standard for businesses (Fairbank, 2019).

Over time, Office expanded significantly, further supporting business needs. Applications addressing more specialized requirements were incorporated. Outlook contributed greatly in this direction, as it unified email, calendar, and contacts, thus evolving into a broader tool for managing professional life. At the same time, Access provided small and medium-sized enterprises with the ability to develop databases without the need for complex systems, while OneNote introduced a more flexible digital form of note-taking and Publisher facilitated desktop publishing and the creation of printed materials. As a result of all the above developments, Office gradually evolved into a comprehensive digital working environment.

The next major milestone was 2011, when Office 365 was launched and later renamed Microsoft 365 in 2020. This development represented not merely a technological change, but also a shift in mindset. The transition was from a one-time purchased product to a continuously evolving service. As a result, applications became directly connected to the cloud, enabling online file storage, access from different devices, and simultaneous real-time document editing. This change fundamentally transformed the work environment, as work was no longer confined to a single computer or a physical office, but became a dynamic and collaborative process. In its modern form, Microsoft 365 therefore constitutes the core of productivity.

The next major strategic turning point in the history of Microsoft's tools occurred with the introduction of Microsoft Azure in 2010, at a time when the concept of cloud computing was beginning to radically transform the logic of information systems. Until then, most organizations relied on on-premises servers, involving high acquisition and maintenance costs and limited flexibility. Azure introduced a new paradigm: instead of "owning" infrastructure, businesses could dynamically rent it over the internet, paying only for the resources they actually used. In terms of structure, capabilities, and functions, Azure comprises a range of services including computing power, databases, networking, security, big data analytics, and software development tools. This makes it possible for organizations of all types to develop and run applications without physical constraints, transferring business-critical functions from the local environment to the cloud. Infrastructure thus became immediately available and highly flexible, a factor of crucial importance for today's enterprises.

It is also worth noting that Azure was organically integrated with Microsoft's existing tools. Windows Server, Active Directory, SQL Server, and later Microsoft 365 were directly connected to the cloud, enabling a gradual and progressive transition for businesses. Microsoft leveraged its large customer base and offered hybrid operating models, in which part of the infrastructure remains on-premises while another part is transferred to the cloud. Consequently, Azure marked a transformation of Microsoft's own business model—from a company selling software installed on local computers to a provider of globally scalable digital services.

The next major milestone is associated with the era of artificial intelligence. Artificial intelligence marked the starting point of a transition to a new ecosystem of tools, leading to a different generation of applications. The key distinction of these applications is that they do not function merely as software, but as partners in thinking, analysis, and creation. Microsoft integrated artificial intelligence at every level of productivity, from the operating system to enterprise platforms. Thus, through AI, an environment was developed in which artificial intelligence does not operate as an additional feature, but as the central core of this new system (Bisser, 2021).

At the heart of this transition lies the Copilot tool. Its defining difference compared to other similar Artificial Intelligence tools is its deep integration into applications such as Word, Excel, PowerPoint, Outlook, and Teams. Copilot can therefore analyze large datasets, generate text, summarize information, propose improvements, and automate processes that previously required significant time investment. In Word, for example, it can draft documents based on user notes or data, while in Excel it performs complex analyses by creating tables, charts, and models without the user needing to write a single formula. In PowerPoint, it transforms simple text into fully structured presentations with visualizations and suggested graphics, while in Outlook it summarizes lengthy email threads and proposes replies based on the tone and content of the discussion.

For businesses and collaborative workflows, the integration of artificial intelligence into Microsoft Teams is also of particular importance, as Teams has evolved from a communication platform into an intelligent collaboration hub. It now offers capabilities such as automatic generation of meeting notes, identification of key discussion points, action item

suggestions, and real-time automatic translation. More broadly, Teams is enhanced through artificial intelligence, moving beyond its perception as a simple communication and information-sharing tool. The Intelligent Recap feature, for instance, automatically creates meeting summaries, identifies who said what, and provides time-stamped highlights.

Artificial intelligence has also contributed to the evolution of Azure. There are now various services, such as Azure Machine Learning, Cognitive Services, and Azure OpenAI Service, through which businesses can develop and train artificial intelligence models at scale. These tools enable image recognition, natural language processing, sentiment analysis, and automatic translation. They also allow the development of intelligent applications tailored to users' needs. Furthermore, Azure provides robust security and data management capabilities, ensuring that artificial intelligence operates without compromising user privacy.

Another important component of the ecosystem is the Power Platform, which has been enhanced with artificial intelligence to enable non-programmers to create applications, automations, and analyses. Power Automate leverages AI to recognize work patterns and suggest automated workflows. In addition, Power Apps allows the creation of applications using natural language, without the need for coding. Power BI now incorporates automatic data analysis capabilities, generating insights, forecasts, and visualizations based on user queries. All of the above result in business analytics becoming accessible to everyone, rather than being limited solely to specialists.

Important tools also include Enterprise Resource Planning (ERP) systems, which contribute to the consolidation, standardization, and automation of core business functions. Within the company's broader software ecosystem, Dynamics 365 Business Central constitutes an integrated ERP solution that covers the needs of accounting management, inventory management, financial monitoring, procurement, and invoicing. The value of this system lies in its ability to integrate all financial and operational data within a single platform, a feature that facilitates access and allows for the reduction of errors. Moreover, thanks to its integration with Microsoft 365 and the Azure cloud environment, Business Central offers increased flexibility and real-time access.

In the field of software development, GitHub Copilot, which operates in conjunction with Visual Studio and Visual Studio Code, has radically changed the way code is written. More specifically, Copilot can suggest entire functions, detect errors, improve code performance, and learn from a developer's coding style. This dramatically reduces development time and allows programmers to focus on logic and creativity rather than repetitive tasks.

Artificial intelligence has also been integrated into the operating system itself, with Windows 11 now featuring a built-in Copilot, intelligent search, improved window management, and AI-based accessibility features. Within Windows, there are capabilities for automatic speech recognition, automatic subtitle generation, and system adaptation to individual user habits. As a result, artificial intelligence can now personalize the overall user experience of the computer.

Finally, Microsoft has made significant investments in creativity tools that leverage artificial intelligence, such as Designer for graphic design and Clipchamp for video editing through intelligent suggestions. These tools can also serve modern businesses, as they enable the production of professional-quality content without requiring specialized IT expertise.

Taken together, in the era of artificial intelligence, Microsoft's tools do not represent merely an upgrade of existing applications. Rather, they reflect a broader transformation in the way contemporary businesses operate. Through Microsoft's ecosystem, artificial intelligence has the capacity to act as a productivity accelerator. Overall, it appears that a period of an entirely new ecosystem is emerging, rather than one dominated by a single, isolated tool (Hanschitz, 2023).

2.4 Critical Evaluation of the Literature

Examining the above critically, small and medium-sized enterprises constitute the backbone of the Greek economy. The integration of technological innovation is essential for today's businesses regardless of their sector. However, the degree of adoption varies across industries. For example, in the retail sector it is relatively well developed (Koilakou, 2022), whereas the same does not apply to agricultural businesses, where the integration of technological innovation remains particularly limited (Mavridis et al., 2019). In any case, the adoption of technological innovation by SMEs is inextricably linked to the process of

business survival and recovery from crises, such as the sovereign debt crisis experienced by Greece (Giotopoulos et al., 2017). It should also be noted that the Hellenic Government (2020) has recognized the need to increase the level of technological adoption by SMEs, in order to boost their productivity and to increase their overall contribution to the country's economy.

With regard to Microsoft's tools, the literature review also reveals an important research gap. More specifically, most studies either examine individual applications or focus on general technological infrastructures, without capturing the holistic use of Microsoft 365, Azure, the Power Platform, and artificial intelligence tools within the Greek business environment. More generally, although the need for SMEs to adopt technological innovation is evident, research on their adoption of these technological tools remains limited, highlighting the necessity of conducting relevant research in Greece.

3. Methodology

The design of the present study was based on both quantitative and qualitative approaches. The aim of the research was complex and did not focus on a single clearly defined issue. Quantitative and qualitative research serve different purposes, thus allowing complementarity and enabling as complete an understanding as possible of the phenomenon under examination. Quantitative research is based on measurements that are coded and analyzed numerically. Therefore, it is suitable for investigating the extent to which a phenomenon occurs and for examining correlations between different aspects of that phenomenon. In contrast, qualitative research is based on the in-depth exploration of an issue, aiming at a more comprehensive understanding of it, as well as of the obstacles, challenges, and opportunities that may be associated with it.

Based on the above, it becomes clear that the simultaneous use of quantitative and qualitative approaches entails significant advantages in business administration research and contributes to the greatest possible extent to strategic decision-making. Consequently, a more comprehensive awareness of the issue under investigation emerges, which in the field of social and human sciences is described as triangulation, a concept referring to the simultaneous and complementary use of quantitative and qualitative approaches.

In the present study, the quantitative research therefore served to investigate and quantify the extent to which Microsoft tools are used by small and medium-sized enterprises in our country. It also served to conduct correlations in order to examine the possible degree of variation in the use of these tools among businesses. Indeed, even a simple quantification of the level of use of these tools would not be sufficient to explain the complexity of the phenomenon, as businesses operating in different sectors and businesses of different sizes may use these tools to varying degrees. A simple quantitative depiction of the phenomenon would therefore fail to highlight the parameters that differentiate the use of Microsoft tools and that, consequently, could lead to interesting practical implications. For this reason, it was considered necessary to conduct research based on a quantitative approach, while also carrying out correlation analyses.

From a methodological perspective, quantitative research is often criticized for capturing the extent to which a phenomenon occurs and the correlations between its individual aspects, without being able to explain in depth why the observed patterns occur. Quantitative research alone therefore allows for the development of certain theoretical explanations regarding the observed phenomena; however, these explanations may not necessarily clarify them in the way they are interpreted. Quantitative research cannot therefore necessarily lead to a sufficient interpretation of the phenomenon being examined. At this point, the contribution of qualitative research becomes evident.

Qualitative research does not focus so much on depicting an objective reality, but rather on the way in which a phenomenon is perceived and understood by the individuals involved in it. Often, qualitative research is based on social constructivism, an approach that was also adopted in the present study. According to this approach, knowledge and reality do not exist as objective and independent entities but are formed through social interactions, language, and cultural contexts. Individuals construct the meaning of their experiences through communication with others and through the social environments in which they live and act. Social constructivism leads the researcher to focus on the subjective experiences, perceptions, and interpretations of participants, seeking to understand how they assign meaning to their experiences and how social conditions influence the formation of these meanings (Robson, 2002). This approach, which emphasizes the context within which a phenomenon occurs, was considered particularly useful for studying the issue within the Greek context. As mentioned above, our country constitutes, in a sense, a special case, given that it was affected by the crisis and is now required to rapidly adopt digital transformation in order to enhance its competitiveness. Therefore, general observations could be considered overly simplistic if they were detached from the context within which they occur or manifest. For this reason, the use of the qualitative approach was deemed necessary.

The qualitative approach was also considered necessary due to the possibilities offered by the interview, which was the tool selected in this case. The interview does not constitute a fixed, unchangeable, and inflexible research instrument, as is often the case with the corresponding research tools of the quantitative approach, namely questionnaires. On the contrary, interviews can be modified to some extent during the data collection process, allowing a flexibility that enables the exploration of additional issues that may arise during

the interview. This was particularly important in the present case, as barriers and difficulties associated with the adoption of Microsoft tools by small and medium-sized enterprises in our country were examined. If a tool that was absolutely and strictly structured had been used, such as a checklist, it would not have been possible to explore potential barriers that may have escaped the researcher's attention during the development of the data collection instrument, but of which the participants themselves might be aware. In contrast, a flexible research tool, namely the interview guide, allowed respondents to express views beyond the boundaries set by the researcher when developing the measurement instruments, resulting in a much richer body of data.

In this case, data were therefore collected using different methods, leading to a very rich body of information. This wealth of information was gathered with the aim of assisting companies in decision-making. For this reason, it was considered useful to utilize the data obtained from both the quantitative and qualitative approaches in order to more comprehensively study the environment of small and medium-sized enterprises in our country in relation to the adoption of Microsoft tools.

The participants in the study were different for the quantitative and the qualitative components of the research. In the quantitative part of the study, employees of small and medium-sized enterprises were included regardless of their position within the organizational hierarchy. The aim was to examine the perspectives of all employees rather than only a specific group, which would have led to a partial and fragmented understanding of the issue. Therefore, instead of setting specific inclusion and exclusion criteria based on position within the companies, the only inclusion criterion was that participants worked in small and medium-sized enterprises in Greece. A total of 100 participants were included in this part of the study.

Regarding the participants in the qualitative component of the research, a sample of 10 individuals was included. In this case, the inclusion criterion was that participants held a position as a manager or deputy manager within their company. This was considered necessary because the qualitative component of the study placed greater emphasis on issues related to decision-making and policy development within companies concerning the

adoption of Microsoft tools. Consequently, it was considered necessary for the respondents to have a sufficient level of awareness of the issue under examination.

The data collection for the quantitative part of the study was carried out through a self-reported instrument. More specifically, socio-demographic characteristics of the participants were collected in order to outline the profile of the sample under examination. Specifically, information was gathered regarding gender, age, and marital status. Professional-related information was also collected, such as the sector in which the company operates, the number of employees in the company, the participants' position within the company, their years of service in the company, and the length of time they had held their current position.

Subsequently, a question was asked regarding whether Microsoft tools were used within the company (yes/no), followed by another question concerning which of these tools were used. Afterwards, questions in the form of a Likert scale were used (1 – strongly agree to 5 – strongly disagree). The first 10 questions referred to the positive aspects of using Microsoft tools, the next 10 referred to negative impacts and threats, and the final 5 concerned the ways in which these tools could be further adopted by the company. The α level of those three parts of the instrument was 0.91, 0.83 and 0.86, respectively.

Regarding the qualitative component of the research, it included the same socio-demographic data and was followed by eight open-ended questions aimed at exploring the issue under examination. These questions are presented in detail in the appendix and focused on a variety of issues related to the adoption of these tools by small and medium-sized enterprises in our country.

It should be noted that all assessments presented at the Appendix were developed in Greek, since the native language of the participants was Greek. However, the data are analyzed in the context of the present study in English, which was the language of the dissertation.

The research process was distinct for the quantitative and qualitative components of the study. Regarding the quantitative part of the study, the measurements were posted in business-related groups on social media, as well as in relevant Facebook groups. The measurements were distributed through a Google Forms link. Through an invitation

message, participants were informed about the nature and objectives of the study, and they were also provided with adequate assurances regarding the anonymity and confidentiality of their participation. The link was removed after 100 completed responses had been collected.

Regarding the qualitative component of the research, the data were collected from individuals within the broader professional environment of the researcher. Initially, a telephone call was made to the participants, during which they were informed about the nature and purpose of the study and were asked whether they wished to participate. If they agreed, an appointment was arranged with them at a place and time of their choice, where the interview was conducted. With their consent, the interview was recorded so that it could later be transcribed. Participants were assured of the anonymity and confidentiality of their participation, and it was emphasized that any information that could potentially reveal their identity would not be included in the transcription.

With regard to the analysis of the data from the quantitative component of the study, it was conducted using SPSS (version 30 for Windows), specifically through descriptive and inferential statistics. Initially, a descriptive analysis was performed to present the profile of the examined sample, as well as to provide a descriptive overview of the positive aspects of using Microsoft tools, the obstacles and threats, and the factors that could further contribute to their adoption. This analysis was carried out using absolute values and percentages in the case of categorical variables, and using means and standard deviations in the case of quantitative variables. Following these analyses, the total score of each of the three individual scales that were used was calculated by adding the scores of the individual responses.

Subsequently, an analysis of the normality of the distribution was conducted using the Kolmogorov–Smirnov test. This analysis was performed in order to determine whether the use of parametric or non-parametric analyses was necessary. For the perceived benefits and factors related to integration the p value was .002 and <.001, respectively, indicating normality violation, while for potential negative and threats the normality was not violated (p=0.200). Hene, the analysis between quantitative sociodemographic data and the three scales was based on Pearson’s correlation, when the normality was not violated, and

Spearman's rho, when it was violated. As for the analysis between qualitative independent variables with two values and qualitative, this was based on Independent Samples T-test, in case there was no violation of normality, and Mann-Whitney U, in cases that the normality was violated. In cases of independent variables which were qualitative with three or more values, One-Way ANOVA was utilized when normality was not violated and Kruskal-Wallis when it was violated. The significance level was set at 0.05 for all analyses.

Regarding the qualitative analysis, it was conducted through thematic content analysis. Thematic content analysis is based on identifying common patterns emerging from the participants' interviews, developing individual themes, and subsequently arriving at central themes (Robson, 2002). This process was therefore followed in order to produce a set of key findings from the interviews of the individual participants in the study.

Following this, the points at which the data from the quantitative and qualitative research complemented each other were identified. In addition, these data were compared with the findings from the literature review. By utilizing all this information collectively, the SWOT analysis was developed.

4. Results

4.1 Results of the quantitative analysis

The results of the analysis are presented through both descriptive and inferential analyses. The descriptive analysis aims to depict the characteristics of the study sample and to quantify parameters related to the use of the tools within the companies, as well as the participants' attitudes towards them. Subsequently, the results of the inferential analysis are presented, focusing on two distinct aspects. First, the association between the participants' sociodemographic characteristics and their attitudes is examined. Second, the associations among the different dimensions of the participants' attitudes are investigated.

The descriptive analysis of the participants' gender is presented in the following table. As shown, the majority of the participants were male (56.5%), whereas females accounted for 43.5% of the study sample.

		Frequency	**Percent**
	Male	91	56.5
	Female	70	43.5
	Total	161	100.0

Table 3: The participants' gender

As for the participants' age, the relevant analysis is presented followingly. As indicated by the table, the mean age was 42.40 years, with a relatively small standard deviation (9.823).

Mean	**N**	**Std. Deviation**
42.40	161	9.823

Table 4: The participants' age

The number of participants by company size is presented at table 5. As indicated by the table, almost half of them worked in companies with 51 to 100 employees. All the other potential ranges had a quite smaller frequency.

	Frequency	Percent
From 1 to 20	11	6.8
101 and above	48	29.8
From 21 to 50	26	16.1
From 51 to 100	76	47.2
Total	161	100.0

Table 5: Number of employees in the company

The sector of the economy in which the participants worked is presented at table 6. As indicated by the table, the highest frequency was information technology & technology (39.8%), followed by those working in various industries (e.g, defense sector, pharmaceutical), which were grouped together due to their small frequency, leading to a total of 38 responders (23.6%).

	Frequency	Percent
Agriculture & Food	10	6.2
Trade / Retail & Wholesale	30	18.6
Information Technology & Technology	64	39.8
Security Services & Security	19	11.8
Other	38	23.6
Total	161	100.0

Table 6: The sector that the participants worked

The position in the company is presented at Table 7. As indicated by the table, the highest frequency response was working in a position related to information technology or technology (44.7%). All the other responses had a quite lower frequency.

	Frequency	Percent
Management / Executive Leadership	23	14.3
Sales & Marketing	10	6.2
Finance / Accounting	31	19.3
Information Technology / Technology	72	44.7
Other	25	15.5
Total	161	100.0

Table 7: Position in the company

The years of service in the company and in this position are presented followingly. As indicated by the table, the mean value in both variables was about 9 years, having a quite large standard deviation.

	Years of Service in the Company	Years of Service in This Position
Mean	9.09	9.72
N	160	161
Std. Deviation	8.051	8.267

Table 8: Years in service

The analysis for the number of tools used by the company is presented at Table 9. As indicated by the table, the mean value was 8.39 tools, with a slight standard deviation (3.031).

	The number of tools used by the company
Mean	8.39
N	161
Std. Deviation	3.031

Table 9: The number of tools used by the company

The potential benefits are presented in Table 10. On a potential range from 10-50, the mean value was 42.91, indicating that there was a high perception of potential benefits. The answers with the highest score were the first two, which had to do with productivity and work organization.

Variable	**Mean**	**Std. Deviation**
The use of Microsoft tools improves the company's productivity.	4.45	0.651
Microsoft tools contribute to better work organization.	4.46	0.612
The use of these tools facilitates communication among employees.	4.40	0.693
Microsoft tools contribute to improving collaboration between company departments.	4.33	0.731
The use of these tools contributes to saving time in daily tasks.	4.25	0.744
Microsoft tools improve the quality of business decisions.	4.02	0.790
Their use contributes to improving data and information management.	4.30	0.671
Microsoft tools facilitate remote work.	4.43	0.731
Their use enhances the company's competitiveness.	3.99	0.866
Microsoft tools contribute to the company's overall digital development.	4.25	0.727
Potential Benefits	42.91	5.328

Table 10: The potential benefits

The descriptive analysis of potential negative effects and threats is presented at the following table. As indicated by the table the mean value was 31.89. Taking into consideration that the potential range was 10-50, there was a somehow moderate opinion for the presence of potential negative effects.

Variable	Mean	Std. Deviation
The cost of using Microsoft tools is high for small and medium-sized enterprises.	3.54	0.887
The use of these tools requires significant staff training.	3.30	0.915
The company becomes overly dependent on specific technological platforms.	3.63	0.980
There are concerns regarding data security.	3.07	1.165
The implementation of these tools may create technical difficulties.	2.98	0.912
The use of Microsoft tools may increase the complexity of business processes.	2.77	0.976
The lack of employees' digital skills makes their utilization more difficult.	3.71	0.925
The adoption of these tools requires significant organizational changes.	3.04	0.938
There is difficulty integrating these tools into the company's existing systems.	2.53	0.895
The use of Microsoft tools may create dependence on external technology providers.	3.30	1.013
Potential Negative Effects or Threats	31.89	6.018

Table 11: The potential negative effects or threats

The analysis for the factors that would facilitate the adoption of the tools is presented at the following table. As indicated by the table, the mean value of the total score was 21.27, a high value when taking into consideration that the potential range was 5-25.

Variable	Mean	Std. Deviation
Providing training to employees would facilitate the use of Microsoft tools.	4.32	0.676
Financial support or subsidies for digital investments would enhance the adoption of these tools.	4.22	0.758
The availability of specialized technical support would facilitate their implementation.	4.10	0.808
The development of employees' digital skills would enhance their use.	4.35	0.675
The existence of a clear digital transformation strategy within the company would facilitate their adoption.	4.27	0.731
Factors That Would Facilitate the Adoption of the Tools	21.27	2.915

Table 12: The factors that would facilitate the adoption of the tools

The analysis regarding the association between gender and the total score of those three instruments is presented followingly. As indicated by the table, there were no significant differences between males and females.

Variable	Gender	N	Mean	Std. Deviation	P
Potential Benefits	Male	91	42.604	5.794	0.559
	Female	70	43.300	4.663	
Potential Negative Effects or Threats	Male	91	32.153	6.025	0.622
	Female	70	31.557	6.035	
Factors That Would Facilitate the Adoption of the Tools	Male	91	21.087	2.830	0.305
	Female	70	21.500	3.025	

Table 13: The association between gender and the total score of the instruments

The correlation between the participants' age and the total score of the instruments is presented at Table 14. As indicated by the table, no significant associations were noted.

	Age
Potential Benefits	
R	0.004
P	0.962
N	161
Potential Negative Effects or Threats	
R	0.032
P	0.687
N	161
Factors That Would Facilitate the Adoption of the Tools	
R	0.031
P	0.697
N	161

Table 14: The association between age and the total score of the instruments

The association between company size and total score of the instruments is presented at Table 15. As indicated by the table, potential benefits differed based on company size (p=0.043). More specifically, those working in companies with 1-20 workers had quite a lower score compared to the others. No significant differences were noted on the other two variables.

	N	Mean	Std. Deviation	p
Potential Benefits				
1–20	11	39.454	6.361	**0.043**
21–50	26	42.769	4.329	
51–100	76	42.447	5.350	
101 and above	48	44.500	5.161	
Total	161	42.906	5.327	
Potential Negative Effects or Threats				
1–20	11	32.454	6.137	0.570
21–50	26	32.230	7.257	
51–100	76	31.197	5.745	
101 and above	48	32.687	5.746	
Total	161	31.894	6.018	
Factors That Would Facilitate the Adoption of the Tools				
1–20	11	20.818	2.713	0.299
21–50	26	21.423	3.276	
51–100	76	20.881	2.809	
101 and above	48	21.895	2.889	
Total	161	21.267	2.914	

Table 15: The association between company size and total score of the instruments

The relevant analysis for sector is presented at Table 16. As indicated by the table, no significant differences were noted.

	N	Mean	Std. Deviation	
Potential Benefits				
Agriculture & Food	10	42.200	5.370	0.293
Trade / Retail & Wholesale	30	43.366	4.064	
Information Technology & Technology	64	42.187	5.814	
Security Services & Security	19	45.157	4.412	
Other	38	42.815	5.651	
Total	161	42.906	5.327	
Potential Negative Effects or Threats				
Agriculture & Food	10	34.400	5.796	0.324
Trade / Retail & Wholesale	30	31.100	6.919	
Information Technology & Technology	64	32.265	5.995	
Security Services & Security	19	33.000	6.082	
Other	38	30.684	5.209	
Total	161	31.894	6.018	
Factors That Would Facilitate the Adoption of the Tools				
Agriculture & Food	10	22.400	2.458	0.111
Trade / Retail & Wholesale	30	21.233	2.661	
Information Technology & Technology	64	21.250	3.018	
Security Services & Security	19	22.473	2.855	
Other	38	20.421	2.900	
Total	161	21.267	2.914	

Table 16: The association between company sector and the total score of the instruments

The association between position in the company and the total score of the instruments is presented at the following table. As indicated by the table, there were no significant differences based on the position in the company.

	N	Mean	Std. Deviation	
Potential Benefits				
Management / Executive Leadership	23	44.652	4.950	0.363
Sales / Marketing	10	43.300	4.029	
Finance / Accounting	31	43.871	4.814	
Information Technology / Technology	72	42.069	5.709	
Other	25	42.360	5.353	
Total	161	42.906	5.327	
Potential Negative Effects or Threats				
Management / Executive Leadership	23	34.217	7.210	0.119
Sales / Marketing	10	34.500	3.100	
Finance / Accounting	31	30.935	4.661	
Information Technology / Technology	72	31.638	6.413	
Other	25	30.640	5.506	
Total	161	31.894	6.018	
Factors That Would Facilitate the Adoption of the Tools				
Management / Executive Leadership	23	22.478	2.921	0.121
Sales / Marketing	10	21.800	2.859	
Finance / Accounting	31	21.193	2.638	
Information Technology / Technology	72	21.055	2.973	
Other	25	20.640	2.970	
Total	161	21.267	2.914	

Table 17: The association between position in the company and total score of the instruments

The association of the total score of the instruments with years of service in the company is presented at the following table. As indicated by the table, there were no significant correlations.

	Years of Service in the Company
Potential Benefits	
R	-0.098
P	0.219
N	160
Potential Negative Effects or Threats	
R	0.069
P	0.386
N	160
Factors That Would Facilitate the Adoption of the Tools	
R	-0.056
P	0.482
N	160

Table 18: The association between years of service in the company and the total score of the instruments

The association of the total score of the instruments with years of service in the current position is presented at Table 19. As indicated by the table, there were no significant correlations.

	Years of Service in This Position
Potential Benefits	
R	0.004
P	0.957
N	161
Potential Negative Effects or Threats	
R	0.081
P	0.306
N	161
Factors That Would Facilitate the Adoption of the Tools	
R	0.015
P	0.847
N	161

Table 19: The association between years of service in this position and the total score of the instruments

The association between the number of tools used by the company and instruments' total score is presented at the following table. As indicated by the table, no significant association was noted.

	Number of Tools Used by the Company
Potential Benefits	
R	0.085
P	0.283
N	161
Potential Negative Effects or Threats	
R	0.026
P	0.743
N	161
Factors That Would Facilitate the Adoption of the Tools	
R	0.042
P	0.598

Table 20: The association between the number of tools used by the company and the total score of the instruments

Finally, the association between the total score of the instruments is presented at Table 21. As indicated by the relevant analysis, there was a significant positive association between factors that would facilitate adoption and perception of potential benefits ($r=0.436$, $p<0.001$). In addition, a significant positive effect was noted between potential negative effects or threats and factors that would facilitate adoption ($r=0.266$, $p=0.001$). No significant association was noted between potential benefits and potential negative effects or threats ($r=0.050$, $p=0.530$).

Variables	**Spearman's r**	**p**
Potential Benefits – Potential Negative Effects or Threats	0.050	0.530
Potential Benefits – Factors That Would Facilitate the Adoption of the Tools	0.436	**<0.001**
Potential Negative Effects or Threats – Factors That Would Facilitate the Adoption of the Tools	0.266	**0.001**

Table 21: The association between the total score of the instruments

Based on all the above, it is important to note that two different "speeds" of adoption were identified, as there was extensive use of core tools (Word, Excel, Teams), but underutilization of advanced analytics and artificial intelligence capabilities. This underutilization is attritued to resistance to change, unequal digital readiness, and insufficient training.

4.2 Results of the qualitative analysis

The results of the qualitative analysis are presented below. First, a table is presented to depict the characteristics of the study sample. Subsequently, the results of the thematic analysis are presented, illustrating the progression from the initial themes to the final themes.

The sociodemographic data of the participants in the qualitative part of the study are presented followingly. Most participants were male (8/10). Yet, there was no major trend in their other sociodemographic characteristics, indicating a quite divergent sample.

No.	Gender	Age	Industry Sector	Number of Employees	Position	Years in the Company	Years in the Position
1	Male	62	Information Technology	82	Commercial Director	6 years	15 years
2	Female	36	Information Technology	80	HR & Operations Manager	7 years	3 years
3	Male	35	Information Technology	80	Manager	13 years	2 years
4	Male	42	Security Systems	48	General Manager	19 years	8 years
5	Male	60	Information Technology	80	Division Manager	13 years	8 years

6	Male	37	Oil Refining	1,000+	Production Department Manager	9 years	5 years
7	Female	31	Food & Beverage Industry (FMCG)	750–800	Head of Talent	4 years	1 year
8	Male	47	Professional Products Trading	60	IT Director	17 months	12 years
9	Male	60	Applied Information Technology	80	Division Manager	15 years	5 years
10	Male	59	Information Technology	79	CEO & Managing Director	27 years	27 years

Table 22: The sociodemographic data of the participants in the qualitative part of the study

Analyzing the participants' data regarding the first question, the central trend concerns three inseparably interconnected axes, which appear to have driven businesses toward the adoption of Microsoft tools. These include the unified ecosystem that integrates various functions and multiple systems, the ease of use and the employees' pre-existing familiarity with the tools, which significantly reduced the cost and time required for training, as well as the need for more effective communication within the internal business environment, particularly in light of hybrid work models.

Particularly characteristic is the statement of the tenth participant in the study, who accurately captures the business rationale driving these decisions. More specifically, in his interview he states the following: "The reasons that led us to choose Microsoft tools were of strategic importance for our company. Initially, they are widely known and, therefore, involve lower training costs. Microsoft tools significantly helped save time, as they unify all systems and facilitate collaboration and faster communication among members of

different teams. They also provide a high level of security." Therefore, it appears that the adoption was not merely a technical choice, but rather an investment in terms of productivity, security, and the overall cost of use and acquisition of the software utilized by the company in which he is employed.

The interview of the eighth participant follows the same line of thought, focusing to a great extent on the value generated by the Microsoft tools ecosystem for a business. More specifically, through his interview he states the following: "By choosing to enter the Microsoft ecosystem, you benefit from multiple tools that are interconnected. For example, by investing in D365, you can very easily adapt tools such as Power BI, Power Automate, Power Apps, and so on, which increase the company's productivity. In addition, you acquire an environment that is familiar and user-friendly for most users." Consequently, through his interview he emphasizes the possibility of vertical and horizontal integration, which provides businesses with the opportunity to start from a core system and gradually expand their use toward more advanced tools. Therefore, the adoption of these tools does not seem to occur simultaneously, but rather gradually.

The dimension of usability and integration for practical and day-to-day business operations is highlighted in the second interview, where the HR & Operations Manager states: "From our side, we selected these tools because they are user-friendly, most users are familiar with them, while at the same time they help with integration with other systems within our company." Through her response, a more human-centered perspective is represented, leading to the conclusion that adoption is not based solely on technical characteristics, but also on the certainty that employees are able to use the tools directly and effectively, with the need for intensive retraining therefore being limited and resistance from staff remaining minimal.

Based on the above, the reasons for adoption are grounded in strategic considerations, namely factors related to the ecosystem itself, security, and cost; in operational needs, concerning productivity and the integration of individual functions and programs; but also in the human factor, namely issues such as ease of use and familiarity. Therefore, businesses do not appear to be attracted by a single product of the company, but rather by the idea of a

cohesive digital environment that contributes to improving everyday work within the organization while simultaneously reducing complexity.

Regarding the thematic analysis of the second question, the responses provided by the participants in the study reveal a level of use ranging from moderate to high. There is clearly a distinction between the core productivity tools, which are used universally and extensively, and the more advanced or specialized tools, whose implementation is more limited or uneven across business departments. Almost all participants mention the daily use of Microsoft 365 and Teams. In contrast, when business analytics tools (Power BI) or application development tools (Power Apps, Power Automate) are examined, their use is clearly more limited, given that these are more specialized tools.

Particularly illuminating with regard to the trend described above is the response given in the eighth interview. More specifically, the following are stated in this interview: “The company in which I work uses Microsoft products almost entirely (D365 Business Central, Office 365, Azure, Microsoft SQL, Power BI, Power Automate, Power Apps, SharePoint).” Based on the above, a business integrated into this specific ecosystem utilizes not only the core applications, but also a broad range of additional tools. However, other participants refer to a more limited use of these tools. This is evident in the seventh interview, where the Head of Talent who provided the interview states the following: “The level of use is moderate to high. Core tools such as Outlook, Teams, Word, Excel, and PowerPoint are used daily by almost all employees. (...) However, more advanced capabilities, such as automations, dashboards, or AI utilization, are still at an early stage of adoption and are mainly used by specific functions.” Consequently, a “two-speed” pattern becomes evident, meaning that the adoption of the core set of tools has taken place across the organization, but the necessary level of maturity that would allow the full utilization of advanced automation and analytics tools has not yet been achieved, with such tools currently being used by only a limited number of departments.

Finally, the Manager in the third interview adopts a somewhat more critical stance regarding this issue. More specifically, when asked about the level of use, he states the following: “Moderate. Microsoft products are not being used properly, with the result that they are not always user-friendly for the employee.” Therefore, according to his perception, the high

availability and installation of tools do not necessarily imply effective use. The lack of proper guidance and training may lead to a somewhat problematic utilization of Microsoft tools.

Based on the above, the businesses examined through the relevant interviews have reached a satisfactory level of use of Microsoft applications in terms of everyday operations, something that certainly enhances their productivity. However, the transition toward the use of more specialized tools, which would allow the full utilization of the Microsoft tools ecosystem, is still ongoing.

Regarding the third question, the participants, regardless of sector and position, recognize benefits that revolve around three main axes. First, these benefits concern the improvement of communication and collaboration within the business, as well as in its relationships with customers. Second, they concern increased productivity and time savings. Third, they concern the enhancement of data analysis capabilities, with the aim of enabling safer and more accurate decision-making.

These benefits are reflected particularly effectively through the tenth interview. More specifically, the participant in this interview states the following: “I believe that Microsoft tools contributed significantly to increasing productivity and efficiency in our business. They also help us make faster decisions, with tools such as Power BI (...). I would also say that a very important benefit is the security provided by Microsoft solutions, as it allows us to protect our data. Finally, they contributed significantly to the adoption of the hybrid work model, which was requested by many employees in the company, without creating problems in collaboration or overall communication.”

The interview of the fourth participant follows the same line of thought, as he states the following: “The main benefits from the use of Microsoft tools are increased productivity, better collaboration among employees, and flexibility through cloud services. At the same time, data security has improved and time savings have been achieved in everyday work.” Therefore, it appears that there are tangible and measurable benefits arising from the utilization of Microsoft tools.

More generally, the analysis of the data related to this question leads to the conclusion that the adoption of Microsoft tools constitutes a significant transformation of the way work is carried out.

Regarding the fourth question, the challenges concern the human factor, namely resistance to change and attachment to old habits, organizational issues, such as the lack of time for training due to daily workload, as well as technical barriers, such as problems of integration and compatibility with older systems previously used by businesses. In fact, it appears that even businesses with a high degree of technological maturity are unable to fully overcome these obstacles.

These barriers are highlighted through the seventh interview, where the following are stated: "There was initially resistance to change, particularly from employees who were accustomed to more traditional ways of working. There were different levels of digital readiness, which affected the speed of adoption. The lack of systematic training at the beginning created non-uniform use of the tools. In addition, in some cases, the cost and the need for adjustment time acted as limiting factors." This excerpt demonstrates that the challenge is not one-dimensional but systemic: the lack of structured training fuels resistance, while the heterogeneity of the workforce slows down collective adoption. It is noteworthy that cost is mentioned here not as an acquisition cost, but as an adaptation cost, namely the time required for employees to absorb and become familiar with the new tools.

The first interview follows the same line of thought. More specifically, the following obstacles are mentioned in this interview: "Lack of time for staff training due to workload. Speed of changes and adoption of new technologies. More difficult adoption among older employees. Habit." Through this response, a very important difficulty is highlighted, namely that even when the technology is available, detachment from established practices may constitute the most significant obstacle.

The organizational dimension of these problems is also emphasized through the fourth interview. More specifically, the following are mentioned in this interview: "During the implementation of Microsoft tools, our company faced challenges such as the initial staff training, adaptation to new processes, and change management. In addition, certain technical difficulties and integration issues with older systems emerged." Thus, the

challenge of change management emerges, extending beyond simple training and concerning the broader transition toward a new model of business operation.

Based on the above, the challenges are not primarily technological, but mainly socio-organizational in nature. Resistance to change, the unequal digital maturity of the workforce, the limited protected time available for learning, and the challenge of integrating new tools into existing workflows and mindsets constitute the main barriers hindering the full adoption of Microsoft tools.

Regarding the fifth question, the content analysis leads to responses concerning two individual dimensions that emerge as important for facilitating small and medium-sized enterprises. The first concerns training in the use of the relevant tools, while the second concerns cost, referring to the cost of acquisition, maintenance, and adaptation of the software. Additionally, the provision of technical support and the existence of simpler user manuals could also emerge as facilitative practices.

Particularly illuminating is the tenth interview, where the participant states the following: “Because technology is advancing rapidly, it is very important for continuous training to be provided to the workforce. If you do not keep pace with technology, then it becomes only a cost without return. In order for this to be achieved, patience, training, and strategic partnerships are required.” Therefore, a clear educational need is identified, namely the need to transform cost into investment.

Relevant is also the fourth interview, in which it is stated that: “The main factors that could facilitate the adoption and effective use of Microsoft tools by small and medium-sized enterprises are the provision of appropriate staff training, the simplification of system installation and management, as well as the affordability of the solutions. In addition, the existence of reliable technical support, easy integration with already existing systems, and a clear understanding of the benefits that the tools provide to the daily operation of the business play an important role.” Based on the above, it becomes evident that adoption is not facilitated by a single factor alone, but rather by the existence of an entire ecosystem that functions in a supportive manner. The distinction between the initial installation and the subsequent management is also particularly important.

Regarding the sixth question, the responses reveal a particularly complex picture, because employee preparation was not uniform, but appears to have varied according to the business sector, the nature of the work, and the type of tools that were being introduced. This question, after all, concerned the degree of employee preparedness, and therefore this degree does not appear to have been homogeneous. Real readiness concerns whether the business had the capacity to organize targeted training and support during the transition process.

Particularly relevant is the seventh interview, where the following are stated: “Employees had basic familiarity with tools such as Word, Excel, and Outlook, but not necessarily with cloud-based or collaborative platforms such as Teams or SharePoint. Therefore, the initial level of preparedness was moderate. Substantial adaptation was achieved through everyday use, support among colleagues, and gradual training.” It is therefore evident that digital readiness was not a unified skill, but rather that there was variation depending on the specific tool.

It is particularly important that even in IT companies there was not complete readiness. This becomes evident through the ninth interview, from the Division Manager of the IT company, who states the following regarding the level of preparedness: “Quite good regarding the basic tools (Outlook, Word, Excel, PowerPoint) and less so regarding interface and communication tools (Teams, SharePoint, etc.).” Therefore, it appears that even within IT companies there is not complete familiarity with the full range of tools.

Regarding the seventh question concerning the impact on collaboration, communication, and decision-making, almost all participants expressed a positive opinion. The improvement was attributed to specific functionalities, such as instant messaging and teleconferencing through Teams, access to shared files through tools such as OneDrive, and the ability to monitor business metrics in real time through Power BI. Consequently, there is a transition from a fragmented and asynchronous way of working toward a faster and more effective operational model.

Particularly relevant regarding these effects is the second interview. The following are stated in this interview: “In my opinion, collaboration and communication have improved, as team members can communicate more directly and coordinate with one another. They can also share files more easily, find information when they need it, and even work simultaneously

on shared documents. All of this also facilitates decision-making, therefore to a great extent Microsoft tools (at least in our company) positively affect collaboration, communication, and decision-making." Consequently, the technical capabilities (simultaneous editing, immediate access) lead to positive organizational outcomes through improved coordination and, ultimately, faster decision-making.

Relevant is also the fourth interview, in which the following are stated: "The use of Microsoft tools has significantly affected collaboration, communication, and decision-making within the business. Applications such as Teams and Microsoft 365 have facilitated the immediate exchange of information, while the ability to access shared documents and data in real time has enabled faster and more informed decision-making, especially for the company's salespeople who travel constantly." Therefore, this interview also highlights speed and the improvement of decision-making.

Based on the above, Microsoft tools appear to have functioned as a catalyst for the development of a more collaborative and data-driven work environment, in which transparency constitutes a dominant characteristic. The impact on collaboration and communication is recognized almost universally by the participants in the study, while the contribution to decision-making is also indisputable.

Finally, the eighth question examined the future role of digital tools and artificial intelligence in small and medium-sized enterprises. According to the participants in the study, it was found that the role of artificial intelligence will be catalytic for these businesses in the future, due to automation, data analysis capabilities, and the potential to enhance competitiveness. Consequently, there is an optimistic attitude, accompanied by two important observations. First, the participants in the study mention that technology alone is not sufficient, as relevant training and the proper use of technological tools are required. Second, they express concerns regarding the pace and degree of adoption of technological tools, factors that may vary depending on the size and culture of each small or medium-sized enterprise.

Particularly characteristic is the seventh interview of the study. The following are stated in this interview: "The role of digital tools and artificial intelligence will become even more strategic. Businesses will move from using tools for operational support to using them for:

process automation, real-time data analysis, decision-making support, and productivity enhancement. (...) In the future, the competitive advantage will not only be the technology itself, but also how effectively people are able to use it."

Relevant is also the tenth interview. The following are stated in this interview: "I believe that the role of digital technologies and artificial intelligence tools is the future. Their prudent and not reckless use, as well as the education of all of us regarding them, can drastically facilitate our everyday lives."

Contrary to these optimistic perspectives is the ninth interview. Through this interview, the following are stated regarding the adoption of the examined tools by small and medium-sized enterprises: "It will take quite a long time for these tools to penetrate the world of small and medium-sized enterprises, because human relationships play a dominant role there, often influencing and prevailing over artificial intelligence products. Besides, we are still in a period of 'bombardment of messages of influence and persuasion' aimed at 'imposing' these products and technologies, resulting in their use currently being distorted. When the advertising noise decreases and is replaced by the real utilization of these technologies by those who genuinely need them, then the benefits will be measured."

The transition from the individual themes to the central themes was achieved through the identification of conceptual connections and common axes among the participants' responses. Initially, for each of the eight questions, a short title was assigned that captured the core meaning of the data. Subsequently, Questions 1 and 5 were merged into the central theme "Strategic Adoption and Supportive Framework," as they concerned the motives and prerequisites for the adoption of Microsoft tools. Questions 2, 4, and 6 were incorporated into the theme "From Installation to Meaningful Utilization: Level of Use, Barriers, and Human Readiness," because they highlighted the level of use, the implementation difficulties, and the degree of employee preparedness. At the same time, Questions 3 and 7 formed the theme "Multidimensional Benefits and the Transformation of Everyday Work," as they focused on the benefits arising from the use of the tools. Finally, Question 8 constituted a separate central theme entitled "The Future of SMEs in the Face of Artificial Intelligence: Strategy, Human Adaptation, and Preconditions," due to its focus on the future

challenges and prospects of artificial intelligence. Hence, from the original eight sub-themes, four final themes emerged.

Question	Individual Theme (Short Title)	Central Theme
1	Strategic shift toward a familiar, integrated ecosystem	Strategic Adoption and Supportive Framework
5	Training, cost, and infrastructure as pillars of facilitation	Strategic Adoption and Supportive Framework
2	Uneven usage: from core tools to the limited utilization of advanced capabilities	From Installation to Meaningful Utilization: Level of Use, Barriers, and Human Readiness
4	Socio-organizational barriers: resistance, habit, and the need for change management	From Installation to Meaningful Utilization: Level of Use, Barriers, and Human Readiness
6	From superficial familiarity to meaningful readiness through training	From Installation to Meaningful Utilization: Level of Use, Barriers, and Human Readiness
3	Three-dimensional benefits: communication, productivity, and evidence-based decision-making	Multidimensional Benefits and the Transformation of Everyday Work
7	Unified digital environment as a catalyst for collaboration and data-driven decision-making	Multidimensional Benefits and the Transformation of Everyday Work
8	Strategic and prudent AI integration centered on the human factor	The Future of SMEs in the Face of Artificial Intelligence: Strategy, Human Adaptation, and Preconditions

Table 23: The original and final themes

The high perception of benefits from the quantitative analysis is therefore confirmed by the qualitative findings, since productivity and work organization emerge as the most significant advantages. Moreover, the lack of digital skills as the most fundamental barrier, a finding of the quantitative analysis, is in line with the qualitative finding concerning insufficient training and resistance to change. The finding that very small businesses perceive fewer benefits is linked to the cost and time constraints reported by their executives. Additionally, the strong correlation between perceived benefits and supportive factors is reflected in the interviews, where the need for continuous training and strategic partnerships was emphasized. Finally, the qualitative finding of a "two-speed" pattern is consistent with the quantitative finding that the number of tools used does not necessarily reflect the depth of their utilization, thus highlighting the problem of underutilization of advanced capabilities.

5. Discussion-Conclusions

This study examined the implementation of Microsoft tools by SMEs in Greece. The study was conducted on a sample of 161 employees and identified particularly positive perceptions regarding the benefits arising from the use of Microsoft tools (M = 42.91 out of 50), especially in relation to productivity, work organization, and the facilitation of remote work. At the same time, moderate threats and potential negative effects were recorded (M = 31.89 out of 50), with the most significant being the lack of employees' digital skills, cost, and dependence on specific platforms. Smaller businesses (1–20 employees) perceived proportionally fewer benefits from the use of Microsoft tools, while no differences were observed based on sector, position, or years of experience. There was also a strong positive correlation between the perception of benefits and the support of facilitating factors, such as training, financial support, and the existence of a clear digital strategy.

Important findings also emerged through the qualitative research conducted. The qualitative analysis on a sample of 10 senior executives led to the identification of a "two-speed" reality, as core productivity tools were universally widespread, while advanced capabilities related to analytics, automation, and artificial intelligence remained underutilized. The most significant barriers recorded by the participants were resistance to change, uneven digital readiness, and the lack of protected time for training. These barriers were therefore not only technical, but also cultural in nature.

The recognition of the benefits of these tools by employees and executives of small and medium-sized enterprises in Greece is associated with dynamics that emerged following the onset of the 2008 economic crisis. Small and medium-sized enterprises were traditionally closed ecosystems, which may have evolved only under the pressure and threat of the economic crisis (Giotopoulos et al., 2017). The present study expands this perspective, as it was found that there is also a gap based on the size of SMEs, since smaller businesses appear to experience more limited benefits. This finding is consistent with previous studies in Greece, such as that of Mavridis et al. (2019), who found that company size is a catalytic factor in the adoption of digital innovation.

The barriers identified are also consistent with the literature. Decades ago, Doukidis et al. (1992) found that, during the early phase of business computerization, there were problems related to insufficient training and limited internal expertise among small and medium-sized enterprises. Thus, in a different historical period, similar problems appear to continue to

exist. Moreover, the resistance to change and the absence of structured transition management that emerged from the interviews reflect the multidimensional socio-organizational challenges systematically mapped by Oldemeyer et al. (2025) regarding the adoption of artificial intelligence in small and medium-sized enterprises.

The "two-speed" pattern that emerged through the qualitative analyses is also consistent with the previous literature, and specifically with the finding of Dallago (2000), who observed that small and medium-sized enterprises tend to adopt simpler tools characterized by lower coordination costs and lower risk. This qualitative study leads to the conclusion that this tendency is due to the absence of an organized plan for the transition from simpler to more complex tools.

Regarding the role of artificial intelligence in the future, an ambivalent optimism emerges. On the one hand, the participants in the study recognize the transformative potential of tools such as Copilot, but on the other hand they set important prerequisites, such as continuous training. Therefore, a somewhat cautious attitude exists, which is aligned with the approach of Oldemeyer et al. (2025), who also highlighted a series of barriers regarding the adoption of artificial intelligence tools. The fact that even technologically mature businesses have not widely adopted such tools, as identified through the present study, leads to the broader conclusion that small and medium-sized enterprises in Greece may currently be in an embryonic phase regarding the adoption of artificial intelligence. Consequently, the risk of widening the digital divide in relation to large enterprises emerges.

Based on all the above, there are several strong points regarding the adoption of Microsoft tools by SMEs in Greece, such as the increase in productivity and the noteworthy flexibility that these tools provide. There are also weaknesses, such as the digital skills deficit, the high cost of Microsoft tools, and resistance to change. Training programs, funding initiatives, and the adoption of artificial intelligence could be considered significant opportunities for SMEs. Finally, there are important threats, such as the digital divide between large enterprises and SMEs, underutilization, and cybersecurity risks.

In any case, this study is characterized by certain limitations, which should be acknowledged. First, in the quantitative part of the research, the sample consisted of employees recruited through social media, resulting in a proportionally greater representation of professionals from the information technology sector, as also evidenced by the descriptive analysis of the data. Indeed, there were not enough employees from sectors with a low degree of digital technology use, such as businesses in the agricultural

and livestock sectors. Second, by their nature, cross-sectional studies such as the present one are unable to lead to conclusions regarding causal relationships between the examined parameters (Robson, 2002), a limitation that applies mainly to the inferential analysis among the three questionnaire scales, which could not lead to causal conclusions between them. Third, in the case of self-report tools, as in the present study, there is a risk of socially desirable responses (Babbie, 2013). Finally, the qualitative research sample could not be considered representative of the broader population of managerial executives in small and medium-sized enterprises in Greece, with the limitation of representativeness being inherent in the methodology of qualitative research (Robson, 2002).

At the level of future research, these limitations could be addressed by adopting a longitudinal research design, that is, by monitoring businesses over time during the process of adopting Microsoft tools. In addition, Microsoft tools could be comparatively studied in relation to other tools, such as those provided by Google, in order to identify potentially different speeds, barriers, and opportunities regarding their adoption by small and medium-sized enterprises in Greece. Finally, it would be useful to implement case studies in specific sectors in Greece, such as the agricultural sector, in order to obtain in-depth knowledge regarding the implementation of Microsoft tools in sectors of critical importance for the country's socioeconomic development.

This study could also lead to certain practical recommendations, which should be taken into account by managers of SMEs, as well as by policy makers in Greece (e.g. Ministry of Development). Small and medium-sized enterprises appear to need to prioritize the development of a gradual process for adopting Microsoft tools, beginning with simpler tools and progressively integrating more complex capabilities related to advanced artificial intelligence functions. Given the strong relationship identified between the perception of benefits and supportive factors, the management of SMEs in Greece should explicitly communicate the tangible benefits of these tools to employees, in order to develop a strong alliance with them regarding the adoption of Microsoft tools. For very small businesses, which appear to perceive the relevant benefits to a lesser extent, it is necessary for additional supportive programs to be developed by the government, encouraging them further toward the pilot testing and adoption of the relevant technological innovations. Finally, the most important recommendation concerns the development of educational interventions aimed at strengthening the knowledge and skills of the workforce within small and medium-sized enterprises in Greece, as otherwise technological tools will remain largely underutilized.

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Appendix

Quantitative assessment

Κοινωνικοδημογραφικά και επαγγελματικά δεδομένα

Φύλο: Άντρας

Γυναίκα

Ηλικία:…….έτη

Οικογενειακή κατάσταση: Άγαμος-η

Έγγαμος-η

Διαζευγμένος-η

Χήρος-α

Κλάδος στον οποίο δραστηριοποιείται η επιχείρηση:……

Αριθμός εργαζόμενων στην επιχείρηση:…….

Θέση στην επιχείρηση:……

Χρόνος προϋπηρεσίας στην επιχείρηση:……

Χρόνος προϋπηρεσίας σε αυτή τη θέση:……..

Ερωτήσεις για τα εργαλεία της Microsoft

1. Χρησιμοποιεί η επιχείρηση στην οποία εργάζεστε εργαλεία της Microsoft;

☐ Ναι

☐ Όχι

2. Ποια από τα παρακάτω εργαλεία Microsoft χρησιμοποιούνται στην επιχείρησή σας;

(Μπορείτε να επιλέξετε περισσότερες από μία απαντήσεις)

☐ Microsoft Word

☐ Microsoft Excel

☐ Microsoft PowerPoint

☐ Microsoft Outlook

☐ Microsoft Teams

☐ Microsoft OneDrive

☐ Microsoft SharePoint

☐ Microsoft Power BI

☐ Microsoft Power Automate

☐ Microsoft Power Apps

☐ Microsoft Dynamics 365

☐ Microsoft Azure

☐ Microsoft Copilot

☐ Άλλο (παρακαλώ αναφέρετε): _____

Μέρος 2: Πιθανά οφέλη από τη χρήση εργαλείων Microsoft

Παρακαλώ δηλώστε τον βαθμό συμφωνίας σας με τις παρακάτω προτάσεις.

	Διαφωνώ απόλυτα	Διαφωνώ	Ούτε συμφωνώ ούτε διαφωνώ	Συμφωνώ	Συμφωνώ απόλυτα

1. Η χρήση εργαλείων Microsoft βελτιώνει την παραγωγικότητα της επιχείρησης.					
2. Τα εργαλεία Microsoft συμβάλλουν στην καλύτερη οργάνωση της εργασίας.					
3. Η χρήση αυτών των εργαλείων διευκολύνει την επικοινωνία μεταξύ των εργαζομένων.					
4. Τα εργαλεία Microsoft συμβάλλουν στη βελτίωση της συνεργασίας μεταξύ των τμημάτων της επιχείρησης.					
5. Η χρήση αυτών των εργαλείων συμβάλλει στην εξοικονόμηση χρόνου στις καθημερινές εργασίες.					
6. Τα εργαλεία Microsoft βελτιώνουν την ποιότητα των επιχειρησιακών αποφάσεων.					

7. Η χρήση τους συμβάλλει στη βελτίωση της διαχείρισης δεδομένων και πληροφοριών.					
8. Τα εργαλεία Microsoft διευκολύνουν την απομακρυσμένη εργασία.					
9. Η χρήση τους ενισχύει την ανταγωνιστικότητα της επιχείρησης.					
10. Τα εργαλεία Microsoft συμβάλλουν στη συνολική ψηφιακή ανάπτυξη της επιχείρησης.					

Μέρος 3: Πιθανές αρνητικές επιπτώσεις ή απειλές

	Διαφωνώ απόλυτα	Διαφωνώ	Ούτε συμφωνώ ούτε διαφωνώ	Συμφωνώ	Συμφωνώ απόλυτα
1. Το κόστος χρήσης των εργαλείων Microsoft είναι υψηλό για μικρομεσαίες επιχειρήσεις.					
2. Η χρήση αυτών των εργαλείων απαιτεί σημαντική εκπαίδευση του προσωπικού.					
3. Η επιχείρηση εξαρτάται υπερβολικά από συγκεκριμένες τεχνολογικές πλατφόρμες.					
4. Υπάρχουν ανησυχίες σχετικά με την ασφάλεια των δεδομένων.					
5. Η εφαρμογή των εργαλείων αυτών μπορεί να δημιουργήσει τεχνικές δυσκολίες.					
6. Η χρήση των εργαλείων Microsoft μπορεί να αυξήσει την πολυπλοκότητα των διαδικασιών.					

7. Η έλλειψη ψηφιακών δεξιοτήτων των εργαζομένων δυσκολεύει την αξιοποίησή τους.					
8. Η υιοθέτηση αυτών των εργαλείων απαιτεί σημαντικές οργανωτικές αλλαγές.					
9. Υπάρχει δυσκολία ενσωμάτωσης των εργαλείων αυτών στα ήδη υπάρχοντα συστήματα της επιχείρησης.					
10. Η χρήση των εργαλείων Microsoft μπορεί να δημιουργήσει εξάρτηση από εξωτερικούς παρόχους τεχνολογίας.					

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Μέρος 4: Παράγοντες που θα διευκόλυναν την υιοθέτηση των εργαλείων

	Διαφωνώ απόλυτα	Διαφωνώ	Ούτε συμφωνώ ούτε διαφωνώ	Συμφωνώ	Συμφωνώ απόλυτα
1. Η παροχή εκπαίδευσης στους εργαζομένους θα διευκόλυνε τη χρήση των εργαλείων Microsoft.					
2. Η οικονομική υποστήριξη ή επιδοτήσεις για ψηφιακές επενδύσεις θα ενίσχυαν την υιοθέτηση αυτών των εργαλείων.					
3. Η ύπαρξη εξειδικευμένης τεχνικής υποστήριξης θα διευκόλυνε την εφαρμογή τους.					
4. Η ανάπτυξη ψηφιακών δεξιοτήτων των εργαζομένων θα ενίσχυε τη χρήση τους.					
5. Η ύπαρξη σαφούς στρατηγικής ψηφιακού μετασχηματισμού στην επιχείρηση θα διευκόλυνε την υιοθέτησή τους.					

Qualitative assessment

Κοινωνικοδημογραφικά και επαγγελματικά δεδομένα

Φύλο: Άντρας

Γυναίκα

Ηλικία:…….έτη

Οικογενειακή κατάσταση: Άγαμος-η

Έγγαμος-η

Διαζευγμένος-η

Χήρος-α

Κλάδος στον οποίο δραστηριοποιείται η επιχείρηση:……

Αριθμός εργαζόμενων στην επιχείρηση:…….

Θέση στην επιχείρηση:……

Χρόνος προϋπηρεσίας στην επιχείρηση:……

Χρόνος προϋπηρεσίας σε αυτή τη θέση:……..

Ερωτήσεις

Ερώτηση 1- Πώς θα περιγράφατε το επίπεδο χρήσης των εργαλείων της Microsoft στην επιχείρηση στην οποία εργάζεστε;

Ερώτηση 2- Ποιοι ήταν οι βασικοί λόγοι που οδήγησαν την επιχείρησή σας στην υιοθέτηση εργαλείων της Microsoft;

Ερώτηση 3- Ποια θεωρείτε ότι είναι τα σημαντικότερα οφέλη που έχει αποκομίσει η επιχείρηση από τη χρήση των εργαλείων της Microsoft;

Ερώτηση 4- Ποιες δυσκολίες ή προκλήσεις αντιμετώπισε η επιχείρησή σας κατά την εφαρμογή ή χρήση αυτών των εργαλείων;

Ερώτηση 5- Σε ποιο βαθμό ήταν προετοιμασμένοι οι εργαζόμενοι της επιχείρησης για τη χρήση αυτών των τεχνολογιών όταν εισήχθησαν;

Ερώτηση 6- Σε ποιο βαθμό πιστεύετε ότι η χρήση των εργαλείων της Microsoft έχει επηρεάσει τη συνεργασία, την επικοινωνία και τη λήψη αποφάσεων μέσα στην επιχείρηση;

Ερώτηση 7-Ποιοι παράγοντες θεωρείτε ότι θα μπορούσαν να διευκολύνουν περισσότερο την υιοθέτηση και την αποτελεσματική χρήση τέτοιων εργαλείων από τις μικρομεσαίες επιχειρήσεις;

Ερώτηση 8- Πώς πιστεύετε ότι θα εξελιχθεί στο μέλλον ο ρόλος των ψηφιακών τεχνολογιών και εργαλείων τεχνητής νοημοσύνης (όπως το Copilot ή εργαλεία ανάλυσης δεδομένων) στις μικρομεσαίες επιχειρήσεις;

Transcribed interviews

Interview no1

Κοινωνικοδημογραφικά και επαγγελματικά δεδομένα

Φύλο: Άντρας

Γυναίκα

Ηλικία 62.έτη

Κλάδος στον οποίο δραστηριοποιείται η επιχείρηση: Πληροφορική

Αριθμός εργαζόμενων στην επιχείρηση 82

Θέση στην επιχείρηση: Εμπορικός Διευθυντής

Χρόνος προϋπηρεσίας στην επιχείρηση 6

Χρόνος προϋπηρεσίας σε αυτή τη θέση:15.

Ερωτήσεις

Ερώτηση 1- Ποιοι ήταν οι βασικοί λόγοι που οδήγησαν την επιχείρησή σας στην υιοθέτηση εργαλείων της Microsoft;
Συνεργαζόμαστε και προωθούμε τα προϊόντα της Microsoft. Πρωτοπορία σε νέα εργαλεία και τεχνολογίες στα προϊόντα τους.

Ερώτηση 2- Πώς θα περιγράφατε το επίπεδο χρήσης των εργαλείων της Microsoft στην επιχείρηση στην οποία εργάζεστε;

Σε ορισμένα προϊόντα (windows, office, teams, excel) το επίπεδο είναι αρκετά καλό.
Σε άλλα MS CRM και εργαλεία ανάπτυξης μέτριο προς καλό.

Ερώτηση 3- Ποια θεωρείτε ότι είναι τα σημαντικότερα οφέλη που έχει αποκομίσει η επιχείρηση από τη χρήση των εργαλείων της Microsoft;
Κοινό περιβάλλον για όλους.
Νέες τεχνολογίες που διευκολύνουν τις εργασίες μας, copilot,BI.

Ερώτηση 4- Ποιες δυσκολίες ή προκλήσεις αντιμετώπισε η επιχείρησή σας κατά την εφαρμογή ή χρήση αυτών των εργαλείων;
Έλλειψη χρόνου για εκπαίδευση του προσωπικού λόγω φόρτου εργασίας
Ταχύτητα στις αλλαγές και στην υιοθέτηση νέων τεχνολογιών
Ποιο δύσκολη υιοθέτηση σε λιγότερο νέους υπαλλήλους.
Συνήθεια

Ερώτηση 5-Ποιοι παράγοντες θεωρείτε ότι θα μπορούσαν να διευκολύνουν περισσότερο την υιοθέτηση και την αποτελεσματική χρήση τέτοιων εργαλείων από τις μικρομεσαίες επιχειρήσεις;
Το υψηλό κόστος είναι το βασικότερο.
Εκπαιδεύσεις σε επίπεδο σχολείου, Πανεπιστημίου.
Εκπαίδευση νέων υπαλλήλων και ανέργων στις τεχνολογίες Microsoft που να δίνουν και πιστοποίηση.

Ερώτηση 6- Σε ποιο βαθμό ήταν προετοιμασμένοι οι εργαζόμενοι της επιχείρησης για τη χρήση αυτών των τεχνολογιών όταν εισήχθησαν;

Στην δική μας επιχείρηση ήταν προετοιμασμένοι λόγω της φύσης της δουλειάς μας.
Περισσότεροι είναι πτυχιούχοι και γνώστες των προϊόντων Microsoft

Ερώτηση 7- Σε ποιο βαθμό πιστεύετε ότι η χρήση των εργαλείων της Microsoft έχει επηρεάσει τη συνεργασία, την επικοινωνία και τη λήψη αποφάσεων μέσα στην επιχείρηση;

Η χρήση των εργαλείων έχει επηρεάσει θετικά την συνεργασία μεταξύ των μελών των ομάδων της επιχείρησης, αλλά και την επικοινωνία με τους πελάτες. Επίσης με τα εργαλεία ανάλυσης δεδομένων η επιχείρηση μπορεί να λάβει γρηγορότερα σημαντικές αποφάσεις.

Ερώτηση 8- Πώς πιστεύετε ότι θα εξελιχθεί στο μέλλον ο ρόλος των ψηφιακών τεχνολογιών και εργαλείων τεχνητής νοημοσύνης (όπως το Copilot ή εργαλεία ανάλυσης δεδομένων) στις μικρομεσαίες επιχειρήσεις;

Στο μέλλον, οι ψηφιακές τεχνολογίες και η τεχνητή νοημοσύνη θα λειτουργούν ως ένας «ψηφιακός βοηθός» για τις μικρομεσαίες επιχειρήσεις, εκδημοκρατίζοντας την πρόσβαση σε εξελιγμένη ανάλυση δεδομένων και αυτοματοποιώντας τις χρονοβόρες διοικητικές εργασίες. Εργαλεία όπως το Copilot θα επιτρέπουν σε περιορισμένες ομάδες να παράγουν έργο υψηλής ποιότητας που παλαιότερα απαιτούσε μεγάλους χρόνους, μετατοπίζοντας την έμφαση από την απλή εκτέλεση στη στρατηγική λήψη αποφάσεων και την εξατομικευμένη εξυπηρέτηση πελατών.

Interview no2

Κοινωνικοδημογραφικά και επαγγελματικά δεδομένα

Φύλο: Άντρας

Γυναίκα

Ηλικία:……36…….έτη

Κλάδος στον οποίο δραστηριοποιείται η επιχείρηση:……Πληροφορική……

Αριθμός εργαζόμενων στην επιχείρηση:……80…….

Θέση στην επιχείρηση:……HR & Operations Manager……

Χρόνος προϋπηρεσίας στην επιχείρηση:……7……

Χρόνος προϋπηρεσίας σε αυτή τη θέση:……3……..

Ερωτήσεις

Ερώτηση 1- Ποιοι ήταν οι βασικοί λόγοι που οδήγησαν την επιχείρησή σας στην υιοθέτηση εργαλείων της Microsoft;

Τα προϊόντα Microsoft αποτελούν ένα διεθνώς αναγνωρισμένο οικοσύστημα εφαρμογών που παρέχουν πολλές δυνατότητες στους χρήστες ώστε να μπορούν να αυξήσουν την παραγωγικότητα και αποτελεσματικότητά τους, μειώνοντας παράλληλα και τον χρόνο που απαιτεί η διεκπεραίωση καθημερινών εργασιών.

Από πλευράς μας, επιλέξαμε τα εργαλεία αυτά, καθώς είναι εύχρηστα, οι περισσότεροι χρήστες είναι εξοικειωμένοι με αυτά, αλλά παράλληλα βοηθούν και στην ενοποίηση με άλλα συστήματα της εταιρείας μας.

Ερώτηση 2- Πώς θα περιγράφατε το επίπεδο χρήσης των εργαλείων της Microsoft στην επιχείρηση στην οποία εργάζεστε;

Λόγω και του αντικειμένου της εταιρείας μας, το επίπεδο χρήσης των εργαλείων Microsoft είναι αρκετά υψηλό. Πέρα από το Microsoft 365 που αποτελεί βασικό εργαλείο της καθημερινότητάς μας, χρησιμοποιούμε πολύ και το Microsoft Teams το οποίο βοηθάει αρκετά στην ταχύτερη εσωτερική επικοινωνία μεταξύ των μελών της εταιρείας και των διαφορετικών ομάδων.

Ερώτηση 3- Ποια θεωρείτε ότι είναι τα σημαντικότερα οφέλη που έχει αποκομίσει η επιχείρηση από τη χρήση των εργαλείων της Microsoft;

Θεωρώ πως τα οφέλη από τη χρήση των εργαλείων Microsoft έχουν κυρίως να κάνουν με τη βελτίωση της παραγωγικότητας και την εξοικονόμηση χρόνου. Φυσικά, πολύ σημαντική είναι και η βελτίωση της επικοινωνίας, κυρίως στην εποχή μας που το υβριδικό μοντέλο εργασίας είναι πολύ σύνηθες. Διευκολύνεται πολύ περισσότερο η πρόσβαση σε πληροφορίες αλλά και η διοίκηση της επιχείρησης μπορεί να λαμβάνει εύκολα και γρήγορα reports που τη βοηθούν στην ταχύτερη λήψη αποφάσεων.

Ερώτηση 4- Ποιες δυσκολίες ή προκλήσεις αντιμετώπισε η επιχείρησή σας κατά την εφαρμογή ή χρήση αυτών των εργαλείων;

Στην πραγματικότητα δεν θεωρώ ότι αντιμετωπίσαμε σημαντικές δυσκολίες στην εφαρμογή ή χρήση αυτών των εργαλείων. Λόγω της διεθνούς παρουσίας τους αλλά και του αντικειμένου της επιχείρησής μας, τα εργαλεία αυτά ήταν λίγο πολύ γνωστά στους περισσότερους.

Δεν παύουν βέβαια να υπάρχουν και οι εξαιρέσεις, αλλά και εργαζόμενοι που αρνούνται να αλλάξουν τις καθημερινές τους συνήθειες. Με επικοινωνία όμως και εκπαίδευση, καταφέραμε να πείσουμε και τους πιο «δύσκολους» ότι η χρήση αυτών των εργαλείων μπορεί να βοηθήσει σημαντικά.

Ερώτηση 5-Ποιοι παράγοντες θεωρείτε ότι θα μπορούσαν να διευκολύνουν περισσότερο την υιοθέτηση και την αποτελεσματική χρήση τέτοιων εργαλείων από τις μικρομεσαίες επιχειρήσεις;

Όπως ανέφερα και προηγουμένως, η εκπαίδευση των ανθρώπων αλλά και η συνεχής υποστήριξη για κάθε νέο εργαλείο παίζει πολύ σημαντικό ρόλο.

Για να μπορέσει η επιχείρηση να αποκομίσει όλα τα οφέλη αυτών των εργαλείων στο μέγιστο βαθμό, θα πρέπει να επενδύσει στην εκπαίδευση των ανθρώπων της.

Επιπλέον, είναι σημαντικό οι εργαζόμενοι να γνωρίζουν ξεκάθαρα τους λόγους που η επιχείρηση έχει στρατηγικά επιλέξει να χρησιμοποιεί αυτά τα εργαλεία.

Ερώτηση 6- Σε ποιο βαθμό ήταν προετοιμασμένοι οι εργαζόμενοι της επιχείρησης για τη χρήση αυτών των τεχνολογιών όταν εισήχθησαν;

Σε αρκετά μεγάλο βαθμό.

Θεωρώ πως υπήρχε μία αρκετά καλή βάση. Με το χρόνο και με καθοδήγηση όπου χρειαζόταν, πλέον χρησιμοποιούμε αυτά τα εργαλεία σε πολύ ικανοποιητικό βαθμό.

Ερώτηση 7- Σε ποιο βαθμό πιστεύετε ότι η χρήση των εργαλείων της Microsoft έχει επηρεάσει τη συνεργασία, την επικοινωνία και τη λήψη αποφάσεων μέσα στην επιχείρηση;

Κατά τη γνώμη μου η συνεργασία και η επικοινωνία έχουν βελτιωθεί, καθώς τα μέλη των ομάδων μπορούν να επικοινωνούν πιο άμεσα και να συντονίζονται. Επίσης, μπορούν να μοιράζονται αρχεία πιο εύκολα, να βρίσκουν την πληροφορία όταν τη χρειάζονται και να

δουλεύουν ακόμα και παράλληλα σε κοινά έγγραφα. Όλο αυτό διευκολύνει παράλληλα και τη λήψη αποφάσεων άρα σε μεγάλο βαθμό τα εργαλεία της Microsoft (τουλάχιστον στην επιχείρησή μας) επηρεάζουν θετικά τη συνεργασία, την επικοινωνία και τη λήψη αποφάσεων.

Ερώτηση 8- Πώς πιστεύετε ότι θα εξελιχθεί στο μέλλον ο ρόλος των ψηφιακών τεχνολογιών και εργαλείων τεχνητής νοημοσύνης (όπως το Copilot ή εργαλεία ανάλυσης δεδομένων) στις μικρομεσαίες επιχειρήσεις;
Ήδη θα έλεγα πως εξελίσσεται ραγδαία και με ταχύτατους ρυθμούς. Δεν είμαι σίγουρη αν το κόστος τους θα επηρεάσει τις μικρομεσαίες επιχειρήσεις αλλά σίγουρα αυτά τα εργαλεία θα μπορούσαν να κάνουν αυτές τις επιχειρήσεις πιο καινοτόμες και ανταγωνιστικές.

Interview no3

Κοινωνικοδημογραφικά και επαγγελματικά δεδομένα

Φύλο: Άντρας

Ηλικία:35 έτη

Κλάδος στον οποίο δραστηριοποιείται η επιχείρηση: Πληροφορική

Αριθμός εργαζόμενων στην επιχείρηση: 80

Θέση στην επιχείρηση: Manager

Χρόνος προϋπηρεσίας στην επιχείρηση: 13

Χρόνος προϋπηρεσίας σε αυτή τη θέση: 2

Ερωτήσεις

Ερώτηση 1- Ποιοι ήταν οι βασικοί λόγοι που οδήγησαν την επιχείρησή σας στην υιοθέτηση εργαλείων της Microsoft; Η επιχείρηση αποφάσισε να ασχοληθεί με το ERP της Microsoft και επειδή υπάρχει σύνδεση και αυτόματες διαδικασίες μεταξύ των προϊόντων της Micrsofoft υιοθέτησε και τα εργαλεία. Επίσης ως partner της Microsft μας προσφέρει και επιπλέον παροχές όσο χρησιμοποιούμε τα προϊόντα της.

Ερώτηση 2- Πώς θα περιγράφατε το επίπεδο χρήσης των εργαλείων της Microsoft στην επιχείρηση στην οποία εργάζεστε; Μέτριο. Δεν χρησιμοποιούνται σωστά τα προϊόντα της Microsoft με αποτέλεσμα να μην είναι πάντα εύχρηστα για τον υπάλληλο.

Ερώτηση 3- Ποια θεωρείτε ότι είναι τα σημαντικότερα οφέλη που έχει αποκομίσει η επιχείρηση από τη χρήση των εργαλείων της Microsoft; Καλύτερη επικοινωνία , πιο άμεση επικοινωνία που έχει ως αποτέλεσμα την μη καθυστέρηση των διαδικασιών.

Ερώτηση 4- Ποιες δυσκολίες ή προκλήσεις αντιμετώπισε η επιχείρησή σας κατά την εφαρμογή ή χρήση αυτών των εργαλείων; Οι δυσκολίες ήταν ελάχιστες και όσες ήταν προήλθαν από λάθος χρήση των προϊόντων.

Ερώτηση 5-Ποιοι παράγοντες θεωρείτε ότι θα μπορούσαν να διευκολύνουν περισσότερο την υιοθέτηση και την αποτελεσματική χρήση τέτοιων εργαλείων από τις μικρομεσαίες επιχειρήσεις; Τα προιόντα Microsft θα μπορούσαν να χρησιμοποιηθούν μόνο από εταιρίες που έχουν στόχο την ανάπτυξη της επιχείρησης , την εξέλιξη των εργαζομένων και τις νέες δυνατότητες που προσφέρει.

Ερώτηση 6- Σε ποιο βαθμό ήταν προετοιμασμένοι οι εργαζόμενοι της επιχείρησης για τη χρήση αυτών των τεχνολογιών όταν εισήχθησαν; Δεν ήταν προετοιμασμένοι και έλαβαν την απαραίτητη γνώση μέσα από manuals.

Ερώτηση 7- Σε ποιο βαθμό πιστεύετε ότι η χρήση των εργαλείων της Microsoft έχει επηρεάσει τη συνεργασία, την επικοινωνία και τη λήψη αποφάσεων μέσα στην επιχείρηση; Σε υψηλό βαθμό γιατί θα οι αποφάσεις θα λαμβάνονται πιο άμεσα. Υπάρχει πλέον η δυνατότητα να συνεργαστείς με τον συνάδελφο από όπου και να είναι χωρίς να χρειάζεται να είναι κοντά.

Ερώτηση 8- Πώς πιστεύετε ότι θα εξελιχθεί στο μέλλον ο ρόλος των ψηφιακών τεχνολογιών και εργαλείων τεχνητής νοημοσύνης (όπως το Copilot ή εργαλεία ανάλυσης δεδομένων) στις μικρομεσαίες επιχειρήσεις; Θα βοηθήσει το κάθε εργαζόμενο να βρίσκει

πιο γρήγορα απαντήσεις και να γίνεται πιο απλά και πιο άμεσα η δουλειά του. Θα του προσφέρει ευελιξία και πολλαπλές λύσεις.

Interview no4

Κοινωνικοδημογραφικά και επαγγελματικά δεδομένα

Φύλο: Άντρας

Γυναίκα

Ηλικία:……42….έτη

Κλάδος στον οποίο δραστηριοποιείται η επιχείρηση:……ΣΥΣΤΗΜΑΤΑ ΑΣΦΑΛΕΙΑΣ…

Αριθμός εργαζόμενων στην επιχείρηση:…48…….

Θέση στην επιχείρηση:……General Manager……

Χρόνος προϋπηρεσίας στην επιχείρηση:……19……

Χρόνος προϋπηρεσίας σε αυτή τη θέση:……8……..

Ερωτήσεις

Ερώτηση 1- Ποιοι ήταν οι βασικοί λόγοι που οδήγησαν την επιχείρησή σας στην υιοθέτηση εργαλείων της Microsoft;

Η επιχείρησή μας οδηγήθηκε στην υιοθέτηση εργαλείων της Microsoft κυρίως λόγω της αξιοπιστίας και της ευρείας χρήσης τους στην αγορά. Τα εργαλεία της εταιρείας προσφέρουν ένα ενοποιημένο περιβάλλον εργασίας, το οποίο διευκολύνει την καθημερινή λειτουργία και τη συνεργασία μεταξύ των εργαζομένων.

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Ερώτηση 2- Πώς θα περιγράφατε το επίπεδο χρήσης των εργαλείων της Microsoft στην επιχείρηση στην οποία εργάζεστε;

Το επίπεδο χρήσης των εργαλείων της Microsoft στην επιχείρησή μας μπορεί να χαρακτηριστεί ως υψηλό. Τα περισσότερα τμήματα βασίζονται καθημερινά σε εφαρμογές όπως το Word, το Excel, το Outlook και το Microsoft Teams για την εκτέλεση των εργασιών τους και την εσωτερική επικοινωνία.

Ερώτηση 3- Ποια θεωρείτε ότι είναι τα σημαντικότερα οφέλη που έχει αποκομίσει η επιχείρηση από τη χρήση των εργαλείων της Microsoft;

Τα βασικότερα οφέλη από τη χρήση των εργαλείων της Microsoft είναι η αυξημένη παραγωγικότητα, η καλύτερη συνεργασία μεταξύ των εργαζομένων και η ευελιξία μέσω cloud υπηρεσιών. Παράλληλα, έχει βελτιωθεί η ασφάλεια των δεδομένων και έχει επιτευχθεί εξοικονόμηση χρόνου στην καθημερινή εργασία.

Ερώτηση 4- Ποιες δυσκολίες ή προκλήσεις αντιμετώπισε η επιχείρησή σας κατά την εφαρμογή ή χρήση αυτών των εργαλείων;

Κατά την εφαρμογή των εργαλείων της Microsoft, η επιχείρησή μας αντιμετώπισε προκλήσεις όπως η αρχική εκπαίδευση του προσωπικού, η προσαρμογή στις νέες διαδικασίες και η διαχείριση αλλαγών. Επιπλέον, παρουσιάστηκαν ορισμένες τεχνικές δυσκολίες και θέματα ενσωμάτωσης με παλαιότερα συστήματα.

Ερώτηση 5-Ποιοι παράγοντες θεωρείτε ότι θα μπορούσαν να διευκολύνουν περισσότερο την υιοθέτηση και την αποτελεσματική χρήση τέτοιων εργαλείων από τις μικρομεσαίες επιχειρήσεις;

Οι βασικοί παράγοντες που θα μπορούσαν να διευκολύνουν την υιοθέτηση και την αποτελεσματική χρήση εργαλείων της Microsoft από μικρομεσαίες επιχειρήσεις είναι η παροχή κατάλληλης εκπαίδευσης στο προσωπικό, η απλοποίηση της εγκατάστασης και διαχείρισης των συστημάτων, καθώς και η οικονομική προσιτότητα των λύσεων.
Επιπλέον, σημαντικό ρόλο παίζουν η ύπαρξη αξιόπιστης τεχνικής υποστήριξης, η εύκολη ενσωμάτωση με ήδη υπάρχοντα συστήματα και η σαφής κατανόηση των οφελών που προσφέρουν τα εργαλεία στην καθημερινή λειτουργία της επιχείρηση

Ερώτηση 6- Σε ποιο βαθμό ήταν προετοιμασμένοι οι εργαζόμενοι της επιχείρησης για τη χρήση αυτών των τεχνολογιών όταν εισήχθησαν;

Όταν εισήχθησαν τα εργαλεία της Microsoft, οι εργαζόμενοι της επιχείρησης ήταν άριστα προετοιμασμένοι. Η προηγούμενη εμπειρία τους με εφαρμογές όπως το Word, το Excel και το Outlook, σε συνδυασμό με στοχευμένη εκπαίδευση για εργαλεία όπως το Teams και οι cloud υπηρεσίες, εξασφάλισε ομαλή μετάβαση και άμεση αποτελεσματική χρήση των νέων τεχνολογιών.

Ερώτηση 7- Σε ποιο βαθμό πιστεύετε ότι η χρήση των εργαλείων της Microsoft έχει επηρεάσει τη συνεργασία, την επικοινωνία και τη λήψη αποφάσεων μέσα στην επιχείρηση;

Η χρήση των εργαλείων της Microsoft έχει επηρεάσει σε μεγάλο βαθμό τη συνεργασία, την επικοινωνία και τη λήψη αποφάσεων μέσα στην επιχείρηση. Εφαρμογές όπως το Teams και το Microsoft 365 έχουν διευκολύνει την άμεση ανταλλαγή πληροφοριών, ενώ η δυνατότητα πρόσβασης σε κοινά έγγραφα και δεδομένα σε πραγματικό χρόνο έχει επιτρέψει ταχύτερη και πιο ενημερωμένη λήψη αποφάσεων, ειδικά για τους πωλητές της εταιρίας που συνεχών ταξιδεύουν.

Ερώτηση 8- Πώς πιστεύετε ότι θα εξελιχθεί στο μέλλον ο ρόλος των ψηφιακών τεχνολογιών και εργαλείων τεχνητής νοημοσύνης (όπως το Copilot ή εργαλεία ανάλυσης δεδομένων) στις μικρομεσαίες επιχειρήσεις;

Πιστεύουμε ότι ο ρόλος των ψηφιακών τεχνολογιών και των εργαλείων τεχνητής νοημοσύνης, όπως το Copilot και τα εργαλεία ανάλυσης δεδομένων, θα αυξηθεί σημαντικά στο μέλλον για τις μικρομεσαίες επιχειρήσεις. Αυτά τα εργαλεία θα διευκολύνουν την αυτοματοποίηση επαναλαμβανόμενων εργασιών, θα βελτιώσουν την ακρίβεια και ταχύτητα στη λήψη αποφάσεων, και θα ενισχύσουν τη στρατηγική ανάλυση δεδομένων. Επιπλέον, η αξιοποίησή τους θα επιτρέψει στις επιχειρήσεις να παραμείνουν ανταγωνιστικές, να βελτιώσουν την παραγωγικότητα και να προσφέρουν πιο προσωποποιημένες υπηρεσίες στους πελάτες τους.

Interview no5

Κοινωνικοδημογραφικά και επαγγελματικά δεδομένα

Φύλο: Άντρας

Γυναίκα

Ηλικία: 60 έτη

Κλάδος στον οποίο δραστηριοποιείται η επιχείρηση: ΠΛΗΡΟΦΟΡΙΚΗ

Αριθμός εργαζόμενων στην επιχείρηση:80

Θέση στην επιχείρηση:DIVISION MANAGER

Χρόνος προϋπηρεσίας στην επιχείρηση: 13

Χρόνος προϋπηρεσίας σε αυτή τη θέση: 8

Ερωτήσεις

Ερώτηση 1- Ποιοι ήταν οι βασικοί λόγοι που οδήγησαν την επιχείρησή σας στην υιοθέτηση εργαλείων της Microsoft;
Η σημαντική ευκολία καταγραφής και παρακολούθησης των διαδικασιών και των ενεργειών στην επιχείρηση
Η αναγκαιότητα ταύτισης με την υπόλοιπη αγορά
Η ολοκλήρωση και με τα υπόλοιπα λειτουργικά συστήματα και οι δυνατότητες επέκτασης αυτών

Ερώτηση 2- Πώς θα περιγράφατε το επίπεδο χρήσης των εργαλείων της Microsoft στην επιχείρηση στην οποία εργάζεστε;
Το επίπεδο χρήσης είναι αρκετά μεγάλο και βαθύ όχι μόνο από τους εργαζόμενους αλλά και από τους πελάτες και μάλιστα πολυεπίπεδο

Ερώτηση 3- Ποια θεωρείτε ότι είναι τα σημαντικότερα οφέλη που έχει αποκομίσει η επιχείρηση από τη χρήση των εργαλείων της Microsoft;
Η κοινή δράση και συμμετοχή στις διαδικασίες της επιχείρισης και η ευκολία αντιμετώπισης των διάφορων θεμάτων διατμηματικά

Ερώτηση 4- Ποιες δυσκολίες ή προκλήσεις αντιμετώπισε η επιχείρησή σας κατά την εφαρμογή ή χρήση αυτών των εργαλείων;
Η υιοθέτηση ορισμένων εφαρμογών και ο καθορισμός δικαιωμάτων χρήσης

Ερώτηση 5-Ποιοι παράγοντες θεωρείτε ότι θα μπορούσαν να διευκολύνουν περισσότερο την υιοθέτηση και την αποτελεσματική χρήση τέτοιων εργαλείων από τις μικρομεσαίες επιχειρήσεις;
Ενδεχομένως το κόστος αγοράς και συντήρησης όπως και η δυνατότητα για απλούστερα εγχειρίδια χρήσης

Ερώτηση 6- Σε ποιο βαθμό ήταν προετοιμασμένοι οι εργαζόμενοι της επιχείρησης για τη χρήση αυτών των τεχνολογιών όταν εισήχθησαν;
Ως εταιρία πληροφορικής υπήρχε μεγάλος βαθμός ανταπόκρισης
Ερώτηση 7- Σε ποιο βαθμό πιστεύετε ότι η χρήση των εργαλείων της Microsoft έχει επηρεάσει τη συνεργασία, την επικοινωνία και τη λήψη αποφάσεων μέσα στην επιχείρηση;
Ο βαθμός και συνεργασίας και επικοινωνίας και απλούστευσης διαδικασιών ήταν πολύ μεγάλος
Χρειάζεται λίγο περισσότερη χρήση των εργαλείων για την λήψη αποφάσεων ή/και υιοθέτηση νέων παρόμοιων

Ερώτηση 8- Πώς πιστεύετε ότι θα εξελιχθεί στο μέλλον ο ρόλος των ψηφιακών τεχνολογιών και εργαλείων τεχνητής νοημοσύνης (όπως το Copilot ή εργαλεία ανάλυσης δεδομένων) στις μικρομεσαίες επιχειρήσεις;
Είναι κάτι που σίγουρα θα βοηθήσει όλες τις επιχειρήσεις αλλά και ατομικά τον καθένα εργαζόμενο, ειδικά τους νεότερους.
Σε όλους τους τομείς το AI έχει πολλές δυνατότητες διείσδυσης και εφαρμογές και σίγουρα είναι το μέλλον

Interview no6

Κοινωνικοδημογραφικά και επαγγελματικά δεδομένα

Φύλο: **Άντρας**

Ηλικία: **37 έτη**

Κλάδος στον οποίο δραστηριοποιείται η επιχείρηση: **Διύλιση Πετρελαίου**

Αριθμός εργαζόμενων στην επιχείρηση: **1000+**

Θέση στην επιχείρηση: **Τμηματάρχης Παραγωγής**

Χρόνος προϋπηρεσίας στην επιχείρηση: **9**

Χρόνος προϋπηρεσίας σε αυτή τη θέση: **5**

Ερωτήσεις

Ερώτηση 1- Ποιοι ήταν οι βασικοί λόγοι που οδήγησαν την επιχείρησή σας στην υιοθέτηση εργαλείων της Microsoft;

- Ευρέως χρησιμοποιούμενα
- Εύκολα στην λειτουργία
- Καλό support

Ερώτηση 2- Πώς θα περιγράφατε το επίπεδο χρήσης των εργαλείων της Microsoft στην επιχείρηση στην οποία εργάζεστε;

- Επαρκές

Ερώτηση 3- Ποια θεωρείτε ότι είναι τα σημαντικότερα οφέλη που έχει αποκομίσει η επιχείρηση από τη χρήση των εργαλείων της Microsoft;

- Λόγω της ευρείας χρήσης του το προσωπικό δεν δαπανά χρόνο στην εκμάθηση τους

Ερώτηση 4- Ποιες δυσκολίες ή προκλήσεις αντιμετώπισε η επιχείρησή σας κατά την εφαρμογή ή χρήση αυτών των εργαλείων;

- Καμία

Ερώτηση 5-Ποιοι παράγοντες θεωρείτε ότι θα μπορούσαν να διευκολύνουν περισσότερο την υιοθέτηση και την αποτελεσματική χρήση τέτοιων εργαλείων από τις μικρομεσαίες επιχειρήσεις;

- Ίσως το κόστος και πιθανά μαθήματα σε προσωπικό που δεν είναι εξοικειωμένο.

Ερώτηση 6- Σε ποιο βαθμό ήταν προετοιμασμένοι οι εργαζόμενοι της επιχείρησης για τη χρήση αυτών των τεχνολογιών όταν εισήχθησαν;

- Το επιστημονικό προσωπικό δεν αντιμετώπισε πρόβλημα. Το εργατοτεχνικό προσωπικό χρειάστηκε περισσότερο χρόνο.

Ερώτηση 7- Σε ποιο βαθμό πιστεύετε ότι η χρήση των εργαλείων της Microsoft έχει επηρεάσει τη συνεργασία, την επικοινωνία και τη λήψη αποφάσεων μέσα στην επιχείρηση;

- Αρκετά ικανοποιητικό ειδικά το Microsoft Teams

Ερώτηση 8- Πώς πιστεύετε ότι θα εξελιχθεί στο μέλλον ο ρόλος των ψηφιακών τεχνολογιών και εργαλείων τεχνητής νοημοσύνης (όπως το Copilot ή εργαλεία ανάλυσης δεδομένων) στις μικρομεσαίες επιχειρήσεις;

- Θα απαιτηθεί χρόνος και πόροι κυρίως οικονομική στην ενσωμάτωση των εργαλείων αυτών αλλά και εκπαίδευση ακόμα και του προσωπικού ανώτερης και ανώτατης εκπαίδευσης.

Interview no7

Κοινωνικοδημογραφικά και επαγγελματικά δεδομένα

Φύλο: Γυναίκα

Ηλικία: 31 ετών

Κλάδος στον οποίο δραστηριοποιείται η επιχείρηση: Βιομηχανία Τροφίμων/Ποτών (FMCG)

Αριθμός εργαζόμενων στην επιχείρηση: 750-800 εργαζόμενοι βάση εποχικότητας

Θέση στην επιχείρηση: Head of Talent

Χρόνος προϋπηρεσίας στην επιχείρηση: 4 έτη

Χρόνος προϋπηρεσίας σε αυτή τη θέση: 1 έτος

Ερωτήσεις

Ερώτηση 1- Ποιοι ήταν οι βασικοί λόγοι που οδήγησαν την επιχείρησή σας στην υιοθέτηση εργαλείων της Microsoft;

Στην επιχείρησή μας, η υιοθέτηση των εργαλείων της Microsoft προέκυψε από την ανάγκη για καλύτερη οργάνωση της καθημερινής λειτουργίας, πιο άμεση επικοινωνία και πιο αποτελεσματική συνεργασία μεταξύ των εργαζομένων. Αναζητούσαμε ένα ενιαίο και αξιόπιστο οικοσύστημα που να καλύπτει βασικές ανάγκες, όπως email, meetings, διαμοιρασμό αρχείων και επεξεργασία εγγράφων.
Παράλληλα, σημαντικός παράγοντας ήταν η δυνατότητα απομακρυσμένης πρόσβασης και ευελιξίας, ειδικά μετά την αυξημένη ανάγκη για hybrid εργασία. Η επιλογή της Microsoft βασίστηκε και στο γεγονός ότι πρόκειται για ένα widely adopted εργαλείο, με υψηλή αξιοπιστία και σχετικά εύκολη προσαρμογή από τους εργαζόμενους.

Ερώτηση 2- Πώς θα περιγράφατε το επίπεδο χρήσης των εργαλείων της Microsoft στην επιχείρηση στην οποία εργάζεστε;
Το επίπεδο χρήσης είναι μέτριο προς υψηλό. Τα βασικά εργαλεία, όπως Outlook, Teams, Word, Excel και PowerPoint, χρησιμοποιούνται σε καθημερινή βάση από το σύνολο σχεδόν των εργαζομένων. Ταυτόχρονα, εργαλεία όπως OneDrive και SharePoint έχουν ενσωματωθεί για αποθήκευση και κοινή πρόσβαση σε αρχεία, βελτιώνοντας σημαντικά τη διαχείριση της πληροφορίας. Ωστόσο, πιο advanced δυνατότητες, όπως αυτοματισμοί, dashboards ή αξιοποίηση AI, βρίσκονται ακόμα σε πρώιμο στάδιο υιοθέτησης και χρησιμοποιούνται κυρίως από συγκεκριμένες λειτουργίες.

Ερώτηση 3- Ποια θεωρείτε ότι είναι τα σημαντικότερα οφέλη που έχει αποκομίσει η επιχείρηση από τη χρήση των εργαλείων της Microsoft;
Τα βασικά οφέλη εντοπίζονται σε τρεις άξονες:

- **Βελτίωση επικοινωνίας:** Μέσω Teams και Outlook, η επικοινωνία είναι πιο άμεση, δομημένη και διαφανής.
- **Ενίσχυση συνεργασίας:** Η δυνατότητα ταυτόχρονης επεξεργασίας εγγράφων και κοινής πρόσβασης σε αρχεία έχει μειώσει σημαντικά καθυστερήσεις και λάθη.
- **Καλύτερη αξιοποίηση δεδομένων:** Μέσα από εργαλεία όπως Excel, έχει ενισχυθεί η δυνατότητα ανάλυσης και λήψης πιο τεκμηριωμένων αποφάσεων.

Συνολικά, έχει βελτιωθεί η παραγωγικότητα και έχει μειωθεί ο χρόνος που απαιτείται για βασικές διαδικασίες.

Ερώτηση 4- Ποιες δυσκολίες ή προκλήσεις αντιμετώπισε η επιχείρησή σας κατά την εφαρμογή ή χρήση αυτών των εργαλείων;

Οι βασικές προκλήσεις αφορούσαν κυρίως τον ανθρώπινο παράγοντα και λιγότερο την τεχνολογία. Συγκεκριμένα:

- Υπήρξε αρχικά **αντίσταση στην αλλαγή**, ιδιαίτερα από εργαζόμενους που ήταν συνηθισμένοι σε πιο παραδοσιακούς τρόπους εργασίας.
- Υπήρχαν **διαφορετικά επίπεδα ψηφιακής ετοιμότητας**, κάτι που επηρέασε την ταχύτητα υιοθέτησης.
- Η **έλλειψη συστηματικής εκπαίδευσης στην αρχή** δημιούργησε μη ομοιόμορφη χρήση των εργαλείων.

Επιπλέον, σε ορισμένες περιπτώσεις, το κόστος και η ανάγκη για χρόνο προσαρμογής αποτέλεσαν περιοριστικούς παράγοντες.

Ερώτηση 5-Ποιοι παράγοντες θεωρείτε ότι θα μπορούσαν να διευκολύνουν περισσότερο την υιοθέτηση και την αποτελεσματική χρήση τέτοιων εργαλείων από τις μικρομεσαίες επιχειρήσεις;

Η εμπειρία μας δείχνει ότι η επιτυχής υιοθέτηση βασίζεται σε τρεις κρίσιμους παράγοντες:

- **Στοχευμένη εκπαίδευση:** Οι εργαζόμενοι πρέπει να κατανοήσουν πώς τα εργαλεία συνδέονται με την καθημερινή τους εργασία.
- **Ενεργή υποστήριξη από τη διοίκηση:** Η ηγεσία πρέπει να λειτουργεί ως role model στη χρήση των εργαλείων.
- **Σταδιακή υλοποίηση:** Η μετάβαση πρέπει να γίνεται βήμα-βήμα, ξεκινώντας από βασικές λειτουργίες.

Επιπλέον, σημαντικό ρόλο παίζει η ύπαρξη clear use cases και όχι απλά η εγκατάσταση εργαλείων χωρίς συγκεκριμένο σκοπό.

Ερώτηση 6- Σε ποιο βαθμό ήταν προετοιμασμένοι οι εργαζόμενοι της επιχείρησης για τη χρήση αυτών των τεχνολογιών όταν εισήχθησαν;

Οι εργαζόμενοι είχαν βασική εξοικείωση με εργαλεία όπως Word, Excel και Outlook, αλλά όχι απαραίτητα με cloud-based ή συνεργατικές πλατφόρμες όπως Teams ή SharePoint. Συνεπώς, το αρχικό επίπεδο προετοιμασίας ήταν μέτριο. Η ουσιαστική προσαρμογή επιτεύχθηκε μέσα από την καθημερινή χρήση, την υποστήριξη μεταξύ συναδέλφων και τη σταδιακή εκπαίδευση.

Ερώτηση 7- Σε ποιο βαθμό πιστεύετε ότι η χρήση των εργαλείων της Microsoft έχει επηρεάσει τη συνεργασία, την επικοινωνία και τη λήψη αποφάσεων μέσα στην επιχείρηση; Η επίδραση ήταν ουσιαστική και μετρήσιμη.

- Η **συνεργασία** έχει βελτιωθεί σημαντικά, καθώς οι ομάδες δουλεύουν πλέον σε κοινά περιβάλλοντα και έχουν real-time πρόσβαση στην πληροφορία.
- Η **επικοινωνία** είναι πιο άμεση και λιγότερο εξαρτημένη από emails.
- Η **λήψη αποφάσεων** έχει επιταχυνθεί, καθώς τα δεδομένα είναι πιο προσβάσιμα και οργανωμένα.

Αυτό έχει οδηγήσει σε μεγαλύτερη ευελιξία και καλύτερο συντονισμό μεταξύ των λειτουργιών.

Ερώτηση 8- Πώς πιστεύετε ότι θα εξελιχθεί στο μέλλον ο ρόλος των ψηφιακών τεχνολογιών και εργαλείων τεχνητής νοημοσύνης (όπως το Copilot ή εργαλεία ανάλυσης δεδομένων) στις μικρομεσαίες επιχειρήσεις;

Ο ρόλος των ψηφιακών εργαλείων και της τεχνητής νοημοσύνης θα γίνει ακόμα πιο στρατηγικός. Οι επιχειρήσεις θα περάσουν από τη χρήση εργαλείων για operational support σε χρήση για:

- **Αυτοματοποίηση διαδικασιών**
- **Ανάλυση δεδομένων σε πραγματικό χρόνο**
- **Υποστήριξη λήψης αποφάσεων**
- **Αύξηση παραγωγικότητας**

Εργαλεία όπως το Copilot ήδη δείχνουν πώς η AI μπορεί να μειώσει επαναλαμβανόμενες εργασίες και να ενισχύσει την αποδοτικότητα. Στο μέλλον, το ανταγωνιστικό πλεονέκτημα δεν θα είναι μόνο η τεχνολογία, αλλά το πόσο αποτελεσματικά οι άνθρωποι μπορούν να τη χρησιμοποιήσουν. Συνολικά, η αξιοποίηση των εργαλείων της Microsoft έχει λειτουργήσει ως βασικός μοχλός ψηφιακού μετασχηματισμού για την επιχείρησή μας, ενισχύοντας την παραγωγικότητα, τη συνεργασία και τη δυνατότητα λήψης πιο γρήγορων και τεκμηριωμένων αποφάσεων.

Interview no8

Κοινωνικοδημογραφικά και επαγγελματικά δεδομένα

Φύλο: Άντρας

Γυναίκα

Ηλικία: 47 έτη

Κλάδος στον οποίο δραστηριοποιείται η επιχείρηση: Εμπορία επαγγελματικών προϊόντων

Αριθμός εργαζόμενων στην επιχείρηση: 60

Θέση στην επιχείρηση: Διευθυντής Πληροφορικής

Χρόνος προϋπηρεσίας στην επιχείρηση: 17 μήνες

Χρόνος προϋπηρεσίας σε αυτή τη θέση: 12 χρόνια

Ερωτήσεις

Ερώτηση 1- Ποιοι ήταν οι βασικοί λόγοι που οδήγησαν την επιχείρησή σας στην υιοθέτηση εργαλείων της Microsoft;

Απάντηση: Επιλέγοντας να μπεις στο οικοσύστημα της Microsoft, επωφελείσαι από πολλαπλά εργαλεία που συνδυάζονται μεταξύ τους. Για παράδειγμα επενδύοντας στο D365 μπορείς να προσαρμόσεις πολύ εύκολα εργαλεία όπως Power BI , Power Automate, Power Apps κοκ, τα οποία αυξάνουν την παραγωγικότητα της εταιρείας. Επιπλέον αποκτάς ένα περιβάλλον που είναι γνώριμο και φιλικό στους περισσότερους χρήστες.

Ερώτηση 2- Πώς θα περιγράφατε το επίπεδο χρήσης των εργαλείων της Microsoft στην επιχείρηση στην οποία εργάζεστε;

Απάντηση: Η εταιρεία στην οποία εργάζομαι χρησιμοποιεί σχεδόν σε απόλυτη βαθμό προϊόντα της Microsoft. (D365 Business Central, Office 365, Azure, Microsoft SQL, Power BI, Power Automate, Power Apps, SharePoint)

Ερώτηση 3- Ποια θεωρείτε ότι είναι τα σημαντικότερα οφέλη που έχει αποκομίσει η επιχείρηση από τη χρήση των εργαλείων της Microsoft;

Απάντηση: Απλοποίηση διαδικασιών, αύξηση της παραγωγικότητας, παρακολούθηση αποτελεσμάτων, βελτίωση στο κομμάτι της συνεργασίας και επικοινωνίας

Ερώτηση 4- Ποιες δυσκολίες ή προκλήσεις αντιμετώπισε η επιχείρησή σας κατά την εφαρμογή ή χρήση αυτών των εργαλείων;

Απάντηση: Η βασική πρόκληση σε μια νέα εγκατάσταση που επηρεάζει την καθημερινότητα της επιχείρησης είναι ο σωστός προγραμματισμός του συγκεκριμένου έργου (project plan), η συνέπεια πάνω στο πλάνο και η τελική εκπαίδευση στους χρήστες.

Ερώτηση 5-Ποιοι παράγοντες θεωρείτε ότι θα μπορούσαν να διευκολύνουν περισσότερο την υιοθέτηση και την αποτελεσματική χρήση τέτοιων εργαλείων από τις μικρομεσαίες επιχειρήσεις;

Απάντηση: Συχνές ενημερώσεις για νέες λειτουργίες και εργαλεία που προσφέρονται στο οικοσύστημα της Microsoft και εκπαιδεύσεις στους χρήστες που τα χρησιμοποιούν

Ερώτηση 6- Σε ποιο βαθμό ήταν προετοιμασμένοι οι εργαζόμενοι της επιχείρησης για τη χρήση αυτών των τεχνολογιών όταν εισήχθησαν;

Απάντηση: Στην εταιρεία γίνονται επαναλαμβανόμενες εκπαιδεύσεις πάνω στα εργαλεία τα οποία χρησιμοποιούνται. Ειδικά σε προϊόντα που εισάγονται για πρώτη φορά στην εταιρεία, υπάρχουν συγκεκριμένες διαδικασίες που ξεκινάνε από key users που συμμετέχουν στο UAT και καταλήγουν στον τελικό χρήστη.

Ερώτηση 7- Σε ποιο βαθμό πιστεύετε ότι η χρήση των εργαλείων της Microsoft έχει επηρεάσει τη συνεργασία, την επικοινωνία και τη λήψη αποφάσεων μέσα στην επιχείρηση;

Απάντηση: Η χρήση των εργαλείων της Microsoft έχει επηρεάσει τη συνεργασία, την επικοινωνία και τη λήψη αποφάσεων μέσα στην επιχείρηση σε μεγάλο βαθμό. Η εταιρεία παρακολουθεί καθημερινά μέσω Power BI την πορεία της εταιρείας σε πολλαπλά επίπεδα και οι αποφάσεις για τα επόμενα βήματα βασίζονται σε μεγάλο βαθμό εκεί. Επίσης λόγω της χρήσης των εργαλείων Microsoft Teams, SharePoints και Lists η συνεργασία και η επικοινωνία στην εταιρεία γίνεται ευκολότερα και πιο παραγωγικά.

Ερώτηση 8- Πώς πιστεύετε ότι θα εξελιχθεί στο μέλλον ο ρόλος των ψηφιακών τεχνολογιών και εργαλείων τεχνητής νοημοσύνης (όπως το Copilot ή εργαλεία ανάλυσης δεδομένων) στις μικρομεσαίες επιχειρήσεις;

Απάντηση: Ο ρόλος των ψηφιακών τεχνολογιών και εργαλείων τεχνητής νοημοσύνης θα αλλάξει ραγδαία (ήδη έχει ξεκινήσει σε έναν βαθμό) τον τρόπο που δουλεύουμε. Οι αρμοδιότητες οι θέσεις και το οργανόγραμμα μια εταιρείας θα διαφοροποιηθούν και θα πρέπει να ταυτιστούν με τα νέα δεδομένα της τεχνικής νοημοσύνης.

Interview no9

Κοινωνικοδημογραφικά και επαγγελματικά δεδομένα

Φύλο: **Άντρας**

Γυναίκα

Ηλικία: **60** έτη

Κλάδος στον οποίο δραστηριοποιείται η επιχείρηση: **Εφαρμοσμένη Πληροφορική. Υλοποίηση – Εγκατάσταση Επιχειρησιακού Λογισμικού.**

Αριθμός εργαζόμενων στην επιχείρηση: **80 απασχολούμενοι**.

Θέση στην επιχείρηση: **Division Manager**

Χρόνος προϋπηρεσίας στην επιχείρηση:**15 έτη**

Χρόνος προϋπηρεσίας σε αυτή τη θέση: **5 έτη**

Ερωτήσεις

Ερώτηση 1- Ποιοι ήταν οι βασικοί λόγοι που οδήγησαν την επιχείρησή σας στην υιοθέτηση εργαλείων της Microsoft;

- **Επιτάχυνση εσωτερικών διαδικασιών.**
- **Καλύτερη διαχείριση δεδομένων.**
- **Καλύτερη επικοινωνία με τον «έξω κόσμο».**

Ερώτηση 2- Πώς θα περιγράφατε το επίπεδο χρήσης των εργαλείων της Microsoft στην επιχείρηση στην οποία εργάζεστε;
Στα βασικά εργαλεία η χρήση κρίνεται ικανοποιητική σε βαθμό καθημερινότητας από το σύνολο των χρηστών της εταιρίας. Σε ότι αφορά πιο εξειδικευμένα εργαλεία υπάρχει πλήρης και ικανοποιητική χρήση τους από το IT της εταιρίας.

Ερώτηση 3- Ποια θεωρείτε ότι είναι τα σημαντικότερα οφέλη που έχει αποκομίσει η επιχείρηση από τη χρήση των εργαλείων της Microsoft;
Τα οφέλη είναι η επίτευξη σε μεγάλο βαθμό των στόχων που οδήγησαν στη χρήση εργαλείων της Microsoft και αναλύονται στην ερώτηση 1

Ερώτηση 4- Ποιες δυσκολίες ή προκλήσεις αντιμετώπισε η επιχείρησή σας κατά την εφαρμογή ή χρήση αυτών των εργαλείων;

- **Κανονικοποίηση της χρήσης από όλους τους χρήστες.**
- **Υιοθέτηση κανόνων ασφαλείας.**
- **Σωστή διαχείριση αντιγράφων ασφαλείας**
- **Αξιοποίηση των διαδικτυακών δυνατοτήτων**
- **Υιοθέτηση των νέων δυνατοτήτων που παρέχει σε κάθε νέα έκδοση η Microsoft.**

Ερώτηση 5-Ποιοι παράγοντες θεωρείτε ότι θα μπορούσαν να διευκολύνουν περισσότερο την υιοθέτηση και την αποτελεσματική χρήση τέτοιων εργαλείων από τις μικρομεσαίες επιχειρήσεις;

- **Μικρότερες απαιτήσεις σε εξοπλισμό**
- **Λιγότερες αναβαθμίσεις**
- **Καλύτερες On line εκπαιδεύσεις με οπτικο ακουστικό υλικό**
- **Καλύτερες τιμές**

Ερώτηση 6- Σε ποιο βαθμό ήταν προετοιμασμένοι οι εργαζόμενοι της επιχείρησης για τη χρήση αυτών των τεχνολογιών όταν εισήχθησαν;
Αρκετά καλό στα βασικά εργαλεία (Outlook, Word, Excel, PowerPoint) και λιγότερο σε εργαλεία διεπαφής και επικοινωνίας (Teams, SharePoint κλπ)

Ερώτηση 7- Σε ποιο βαθμό πιστεύετε ότι η χρήση των εργαλείων της Microsoft έχει επηρεάσει τη συνεργασία, την επικοινωνία και τη λήψη αποφάσεων μέσα στην επιχείρηση;
Την επικοινωνία και τη συνεργασία σε αρκετά υψηλό βαθμό. Ειδικότερα μετά την covid περίοδο που επέβαλε απομακρυσμένες επικοινωνίες. Δε θεωρώ ότι επηρεάζει στο ελάχιστο τη λήψη αποφάσεων μιας εταιρίας παρά μόνο στο γεγονός της δυνατότητας απομακρυσμένης επικοινωνίας και εξυπηρέτησης πελατειακών αναγκών.

Ερώτηση 8- Πώς πιστεύετε ότι θα εξελιχθεί στο μέλλον ο ρόλος των ψηφιακών τεχνολογιών και εργαλείων τεχνητής νοημοσύνης (όπως το Copilot ή εργαλεία ανάλυσης δεδομένων) στις μικρομεσαίες επιχειρήσεις;

Θα καθυστερήσει αρκετά να εισχωρήσει στη ζωή των μικρομεσαίων επιχειρήσεων καθώς εκεί κυρίαρχο ρόλο παίζουν οι ανθρώπινες σχέσεις οι οποίες συχνά επηρεάζουν και υπερτερούν έναντι των προϊόντων τεχνητής νοημοσύνης. Εξάλλου ακόμη είμαστε σε περίοδο «βομβαρδισμού μηνυμάτων επιρροής και επίδρασης» που στόχο έχουν να «επιβάλλουν» αυτά τα προϊόντα και τις τεχνολογίες με αποτέλεσμα η χρήση τους να είναι στρεβλή επί του παρόντος. Όταν μειωθεί ο διαφημιστικός θόρυβος και αντικατασταθεί από πραγματική αξιοποίηση όσων πραγματικά έχουν τέτοιες ανάγκες τότε θα μετρηθούν τα οφέλη.

Interview no10

Κοινωνικοδημογραφικά και επαγγελματικά δεδομένα

Φύλο: **Άντρας**

Γυναίκα

Ηλικία:……**59**…….έτη

Κλάδος στον οποίο δραστηριοποιείται η επιχείρηση:…… Πληροφορική ……

Αριθμός εργαζόμενων στην επιχείρηση:……**79**…….

Θέση στην επιχείρηση:…**CEO & Managing Director** ……

Χρόνος προϋπηρεσίας στην επιχείρηση:……**27**……

Χρόνος προϋπηρεσίας σε αυτή τη θέση:……**27**……..

Ερωτήσεις

Ερώτηση 1- Ποιοι ήταν οι βασικοί λόγοι που οδήγησαν την επιχείρησή σας στην υιοθέτηση εργαλείων της Microsoft;

Οι λόγοι που μας οδήγησαν στην επιλογή των εργαλείων Microsoft ήταν για την εταιρεία μας στρατηγικής σημασίας. Αρχικά είναι ευρέως γνωστά και συνεπώς έχουν μικρότερο κόστος εκπαίδευσης. Τα εργαλεία Microsoft βοήθησαν σημαντικά στην εξοικονόμηση χρόνου καθώς ενοποιούν όλα τα συστήματα και διευκολύνουν τη συνεργασία και την ταχύτερη επικοινωνία μεταξύ των μελών των διαφορετικών ομάδων. Επίσης, παρέχουν ένα υψηλό επίπεδο ασφάλειας. Τέλος, το κόστος τους μπορεί να είναι σχετικά υψηλό αλλά είναι σταθερό.

Ερώτηση 2- Πώς θα περιγράφατε το επίπεδο χρήσης των εργαλείων της Microsoft στην επιχείρηση στην οποία εργάζεστε;

Το επίπεδο χρήσης στην εταιρεία μας είναι αρκετά υψηλό. Τα εργαλεία της Microsoft δεν χρησιμοποιούνται απλά για ανταλλαγή emails. Στην καθημερινότητα μας χρησιμοποιούμε πολύ εργαλεία επικοινωνίας όπως το Microsoft Teams που διευκολύνει τη συνεργασία των ομάδων. Επίσης, χρησιμοποιούμε και πιο advanced εργαλεία reporting όπως είναι το Microsoft Power BI, όπου παίρνουμε εύκολα και γρήγορα σημαντικές πληροφορίες που αφορούν την επιχείρηση και τους πελάτες μας. Γενικότερα με τα εργαλεία Microsoft έχουμε ένα ενιαίο ψηφιακό περιβάλλον.

Ερώτηση 3- Ποια θεωρείτε ότι είναι τα σημαντικότερα οφέλη που έχει αποκομίσει η επιχείρηση από τη χρήση των εργαλείων της Microsoft;

Τα εργαλεία Microsoft θεωρώ πως συνέβαλλαν σημαντικά στην αύξηση της παραγωγικότητας και αποδοτικότητάς στην επιχείρησή μας. Επίσης, μας βοηθούν στην ταχύτερη λήψη αποφάσεων, με εργαλεία όπως το Power BI που ανέφερα προηγουμένως. Πολύ σημαντικό όφελος θα έλεγα πως είναι και η ασφάλεια που παρέχουν οι λύσεις Microsoft καθώς μας επιτρέπει να προστατεύσουμε τα δεδομένα μας. Τέλος, συνέβαλλαν σημαντικά και στη υιοθέτηση του υβριδικού μοντέλου εργασίας, κάτι που ήταν ζητούμενο από πολλούς εργαζόμενους στην επιχείρηση, χωρίς να δημιουργούνται προβλήματα στη συνεργασία ή τη γενικότερη επικοινωνία.

Ερώτηση 4- Ποιες δυσκολίες ή προκλήσεις αντιμετώπισε η επιχείρησή σας κατά την εφαρμογή ή χρήση αυτών των εργαλείων;

Στην πραγματικότητα η σημαντικότερη πρόκληση δεν ήταν τα εργαλεία Microsoft αλλά το να βρούμε τον καταλληλότερο τρόπο για να αξιοποιήσουμε όλες τις δυνατότητές τους.

Ερώτηση 5-Ποιοι παράγοντες θεωρείτε ότι θα μπορούσαν να διευκολύνουν περισσότερο την υιοθέτηση και την αποτελεσματική χρήση τέτοιων εργαλείων από τις μικρομεσαίες επιχειρήσεις;

Επειδή η τεχνολογία προχωράει με ταχείς ρυθμούς, είναι πολύ σημαντικό να παρέχεται συνεχείς εκπαίδευση στο ανθρώπινο δυναμικό. Αν δεν συμβαδίσεις με την τεχνολογία τότε αυτή είναι μόνο κόστος χωρίς απόδοση. Για να επιτευχθεί αυτό χρειάζεται υπομονή, εκπαίδευση και στρατηγικές συνεργασίες.

Ερώτηση 6- Σε ποιο βαθμό ήταν προετοιμασμένοι οι εργαζόμενοι της επιχείρησης για τη χρήση αυτών των τεχνολογιών όταν εισήχθησαν;

Η φύση της δουλειάς μας είναι τέτοια που οι εργαζόμενοι μας ήταν ήδη αρκετά εξοικειωμένοι. Συνεπώς σε ένα πολύ ικανοποιητικό βαθμό οι άνθρωποι μας ήταν προετοιμασμένοι.

Ερώτηση 7- Σε ποιο βαθμό πιστεύετε ότι η χρήση των εργαλείων της Microsoft έχει επηρεάσει τη συνεργασία, την επικοινωνία και τη λήψη αποφάσεων μέσα στην επιχείρηση;

Σε σημαντικό βαθμό.

Σίγουρα έχει διευκολυνθεί η συνεργασία καθώς χρησιμοποιούμε όλοι ένα ενιαίο ψηφιακό περιβάλλον όπου μπορούμε ανά πάσα στιγμή να βρούμε πληροφορίες που μπορεί να

χρειαζόμαστε. Ομοίως, έχει βελτιωθεί και η εσωτερική επικοινωνία. Σε διοικητικό επίπεδο τα εργαλεία της Microsoft συμβάλλουν στην ταχύτερη λήψη αποφάσεων.

Ερώτηση 8- Πώς πιστεύετε ότι θα εξελιχθεί στο μέλλον ο ρόλος των ψηφιακών τεχνολογιών και εργαλείων τεχνητής νοημοσύνης (όπως το Copilot ή εργαλεία ανάλυσης δεδομένων) στις μικρομεσαίες επιχειρήσεις;
Θεωρώ πως ο ρόλος των ψηφιακών τεχνολογιών και εργαλείων τεχνητής νοημοσύνης είναι το μέλλον. Η συνετή και όχι αλόγιστη χρήση τους αλλά και η εκπαίδευση όλων μας πάνω σε αυτά μπορούν να διευκολύνουν δραστικά την καθημερινότητά μας.

Author's Statement:

I hereby expressly declare that, according to the article 8 of Law 1559/1986, this dissertation is solely the product of my personal work, does not infringe any intellectual property, personality and personal data rights of third parties, does not contain works/contributions from third parties for which the permission of the authors/beneficiaries is required, is not the product of partial or total plagiarism, and that the sources used are limited to the literature references alone and meet the rules of scientific citations.