International Conference on Strategic Innovative Marketing, IC-SIM 2014, September 1-4, 2014, Madrid, Spain

The Determinants of the Market. The Case of the Greek Agribusiness Sector.

Apostolos D. Zaridis\textsuperscript{a,*}, Dimosthenis T. Mousiolis\textsuperscript{b}, Kostas Karamanis\textsuperscript{c}, Athina Rontogianni\textsuperscript{d}

\textsuperscript{a}Technological Educational Institute of Epirus, Hellenic Open University, University of the Aegean, Ioannina 45332, Greece
\textsuperscript{b}University of the Aegean, Chios, Greece
\textsuperscript{c}Technological Educational Institute of Epirus, Hellenic Open University, Preveza 48100, Greece
\textsuperscript{d}Region of Epirus, Ioannina 45333, Greece

Abstract

Greece is a traditional agricultural country and has an important primary sector, mainly characterized by family farms. The major structural problems of the Greek agricultural sector are the small size of the holding, the land fragmentation, and the low educational level of human resources in rural areas. As a supplier of the Agribusiness sector, the farm is directly linked to the manufacturing industry. Our main purpose was to discover the conditions prevailing in the Greek Agribusiness Sector and its relationship with the Greek primary sector. The research was conducted in the Greek Agribusiness sector, using the SCP paradigm, in 2012. We found that special and atypical conditions prevail in Greek market, such as the significant heterogeneity of products, the bulk products supply, the existence of heterogeneity in the product sectors, and the special geographical conditions in a large part of Greek territory. We argue that imperfect competition prevails in parts of the Greek market, creating local niche markets, and giving to the local smes the opportunity to do business, to promote and sell their product range. Therefore, we note the existence of fragmentation in Greek market, either product or geographic, and the existence of a multidimensional Greek market reality, which have some specific impacts on the Greek Agribusiness market and thus, on the entrepreneurship in this sector.

Keywords: Greek Agribusiness Sector, SMEs, Greek Agribusiness Market, Entrepreneurship.

* Corresponding author. Tel.: +30 6945443930
E-mail address: a.zaridis@ba.aegean.gr
1. Introduction

Smes in Greece amount a very large number related to the total number of Greek enterprises, and especially the proportion of micro enterprises to the total ones is bigger than the corresponding of EU average. The importance of micro enterprises is reflected to jobs creation and value added, as more than one in two Greeks working in the non-financial sector engaged in a micro-enterprise (IME GSEBEE, 2011).

Greek smes employ more than 85% of the workforce, much larger than the EU average. The contribution of micro enterprises in the Greek added value also exceeds by far the EU average, adding 35.3% compared to 21.8% (IME GSEBEE, 2011). Greek smes amount 4.1% of the corresponding ones in EU-15, while Greece is ranked 6th in terms of smes’ number in the EU-15 (Observatory of European Sme’s, 2003). Regarding Greece and the percentage distribution of businesses by region, a percentage more than one third of businesses are based in Attica, while more than 99.8% of all Greek businesses, which amount to approximately 928 thousands, belongs to smes group (NSS, 2006). A report prepared under the National Observatory of SMEs, which was based on a nationwide sample survey on 800 companies and 35 agencies, revealed the following information for the profile of the average Greek businessman and Greek SME:

Only one in four young entrepreneurs is woman. Greece ranks 4th - above average - in Europe, based on men entrepreneurs, while the inclusion of women entrepreneurs resulted in Greece to be relegated to 12th position. One in two businessmen in Greece (new and existing) is over 45 years, winning the first place in Europe in these ages. The entrepreneurship at younger ages is low in relation to the Member States of the EU, while the ratio of early-stage entrepreneurship is not strongly influenced by the educational level. The Greek SMEs are sole proprietorships, general partnerships and limited partnerships at a rate of 90.5%, and only 5% belong to the legal forms of S.A. and Ltd. They locate mainly in Attica – 35% of the total, but 67% of the turnover generated – and in Central Macedonia – 17.5% and 11% respectively (NSS, 2003).

Marketing – especially the customer intimacy – seems to be an important success factor. With honors ten, five hundreds of the sampled companies – which outperform the competition – scored as follows: 9.3 in marketing, 9.2 in level of service, 9 in quality, 8.8 on know-how, and 8.5 to the organization. However, both the 500 companies that star in the competition and the 286 companies with medium and lower capabilities yield a low score in innovation (the first 6.7 and the second ones 5.1). These same smes consider that they are already at a good level in fields related to competitiveness: the 86% believe that it provides high quality products, the 76% that sets long-term development goals, the 72% that responds quickly to changes and 62% that makes full use of Information Technologies.

Different opinions seem to have the collective bodies of smes, such as chambers, as they announce that a small percentage of companies are ready to address the developments, and there is a lack of long-term planning.

The main problems of the Greek SMEs, as derived from this research are: social and insurance charges, taxes, administrative difficulties and bureaucracy, difficulty in finding seed capital, fear of business failure, lack of business knowledge and skills, and finally, difficulties of transforming the family business.

A percentage of 53% of firms, especially smaller ones, does not ever submitted an application for funding from national or EU projects. Moreover, in the category of companies with a staff of 0-4 people, only 4 out of 10 submitted applications for funding of such programs, while the ratio rises to 6 to 10 for the largest ones (with 10-49 and 50-249 employees). The SMEs were asked about the reason not submitted requests and answered that: not aware programs that concern them (37%), consider time-consuming process (23%), were confident that they would not receive funding (13%), and unaware what to do procedurally (10%).

The 73% of smes requested better access to funding sources, the two thirds of the smes appreciate that the modernization of public administration would contribute significantly to improving the business environment, while the 76% demands for counseling improvement by the State. According to data for the year 2003, the population of the smes in Greece was 770,000, with 97.66% of them belonging to the micro-businesses and 2.08% to the small ones (Observatory of European SME’s, 2003). It is mentioned the existence of a large number of micro-businesses with employees less than 10 persons, whose number dominates over the other categories of smes in Greece, and well above the European average (92.5%).
2. Definitions

In the EU, the food and beverage industry is the largest, and holds the 13% of the total value. The agribusiness sector is one of the most important in Greek economy. Greece is a traditional agricultural country and has an important primary sector, in which 706,000 businesses in the form of farm operate in the primary agricultural sector (EUROSTAT, 2010). A noteworthy fact is that the number of Greek farms has decreased by 14.3% in the period 2003-2010, while employment in farming areas reduced significantly each year. In this fact we give special importance, because the farm is the supplier of the manufacturing SME.

Numerous small businesses in rural areas process the primary products which produced by a large number of firms in the primary agricultural sector. The income and employment of thousands of employees depends on the manufacturing SMEs directly, and this fact shows clearly the great importance of the agricultural sector for the Greek economy. According to data from ICAP and Agricultural University of Athens in 2004, about 96% of food businesses belong to SMEs (ebusinessforum.gr, 2011). These food businesses produce a wide range of products, and therefore, are distinguished for their great heterogeneity.

3. The Product Markets of the Greek Agribusiness Industry

The food and beverage industry in Greece has a high concentration ratio with few vertically integrated multinationals and a large number of SMEs, which have a local geographical business action and supply chain. We focused on the market analysis of the most important products in the food and beverage industry that are discussed hereafter.

3.1. Milk Products

The dairy products are classified as basic foodstuffs. The Greek market has developed sufficiently in the last two decades during which there was production organization and a modernization of the industrial sector.

With a SCP approach, it can be said that this industry is raw material-intensive and there is a raw material inadequacy because of the mandatory milk quotas by the EU in cow’s milk production.

The dairy market is fiercely competitive market, though with a high concentration ratio, in which a large number of firms operate.

The large dairy companies have developed distribution channels throughout the country, and some of them have entered into a partnership with dealers to cover the geographic markets that are distant from them. The large companies can afford to make big expenditures for advertising and promoting their products, and research and development of new products. They possess modern equipment, and in some cases make acquisitions of smaller companies to increase their share in the Greek market and the effective control of local markets.

Regarding the SMEs of this sector are facing shortage of funds for investments in equipment and the standardization of products, but most importantly, their problem is the failure to develop distribution channels, thus placing their products mainly to the local market.

Referring to the trade terms, the oligopolistic conditions prevailing on the market intensify the competition among large firms, which use the discount, the credit and other benefits as a means of the optimal product placement in retailing.

The dairy industry is a characteristic field of contract farming implementation, while the large dairy companies have organized ‘high-capacity networks in discontinuous and remote areas’ of the location of their production units (Skordili, 2003), since it seems that it is imposed by the gradually number reduction of suppliers, the increase of the average quantity produced per farm, and the limitation of the boundaries of concentration areas.

The domestic market in fresh pasteurized milk is highly concentrated, and few enterprises cover the major part of total consumption.

In the domestic consumption of yogurt, four major companies hold a share of over 80% of total sales in the market, while market of traditional yogurt is fragmented into a large number of businesses, particularly in small and medium sized.
At this point, it should be noted that the large dairy companies – CR4 greater than 80% – did not try to conquer small local markets, which potentially could mainly by reducing cost per unit and developing their supply chain, but tried, leaving space for small milk processors, to gain profits from the large market share – mostly large urban centers with the majority of the population of Greek territory – maintaining high product prices and reducing the cost of raw material, because of bargaining power. The above fact was known in Greece, through journalistic reports in the financial press and imposition of sanctions by the Competition Commission, as the creation of ‘milk cartel’.

In the last decade, through the development of the private label products, changes were observed in competition and consumer preferences. Sales of private label products exhibit an upward trend in recent years and are expected to show further growth, because of their lower price against the price of branded products. The price difference between them ranged from 20% to 45% (ICAP, 2007), and was attributed to the economies of scale, and the lower packaging, advertising and promoting costs.

3.2. Cheese products

The Greek cheese products market is flooded with wide range of domestically produced and imported cheeses. There is a large product range, such as feta, whey cheeses, fresh cheeses, semi-hard cheeses, hard cheeses, and processed cheeses.

The Cheese sector consists of a large number of companies, of which the majority is small businesses with a low production capacity. The large enterprises reinforce their position in the market, and increase their production.

Several importers of cheese products operate and offer a wider variety of cheeses in Greek market, mainly branded products.

The large enterprises of the sector have developed their own distribution networks at a wide geographical part or the whole of Greek territory. Also, few firms deal only with the standardization and packaging of cheese products, either on own account or on demand.

It seems that the size and the degree of organization of the firms in the sector influence the distribution of their products. Thus, the large firms distribute their products mainly through their own distribution network, and secondarily, through dealers and wholesalers in order to cover geographically remote areas.

Regarding the disposal of products, the large and medium-sized companies sell their products to retail chains, supermarkets, smaller outlets, catering companies, hotels, and restaurants.

The smaller companies market their products directly to retail stores or through dealers in the local market, and through wholesalers for the distribution of their products in other areas.

Also, several agricultural cooperatives associations operate in the sector, some of which own a supermarket, and also, sell their products through wholesalers or dealers.

The businesses offer the retailers some credits and discounts that depend on agreements and payment arrangements. The discount depends on retail sales, ranging between 5% and 15% of the wholesale price. The grace period of credit granted by small businesses in the sector ranges from two to six months, while by the largest firms from about three to four months.

Fierce competition prevails in the sector, especially among the largest firms. These firms sell branded products mainly through retail chains, which now acquire bargaining power. Moreover, the domestic firms vie with imported products that have achieved significant penetration, reaching the one third of domestic consumption in 2006 (32.3% of total apparent consumption in 2006).

The main feature of the sector is the large number of companies that operate in both the production and the import. The large companies cover a large part of domestic consumption. The total number of enterprises in the production of cheese sector showed a downward trend in the period 1997-2003, and stood at 562 in 2003 from 678 in 1997.

Finally, the advertising expenditure of cheese products was between 11% and 21.5% of the total advertising expenditure of all dairy products during this period. It should also be noted that the cheese products in Greece were not produced only by industrial and commercial units, but also in livestock holdings, and that is explained by the tradition of the countryside. It is concluded that there is a fragmentation of the productive base of cheese, and a versatility of the manufacturing base in this sector. This stems from the large number of manufacturing industries, the production of dairy items from farms that do not meet certain sanitation and modern quality assurance standards,
the large number of the product types, and the geographical particularities in Greek territory. Thus, there are a lot of niche markets and therefore, there is an incomplete market competition in this sector.

3.3. Olive oil

Olive oil is one of the most traditional agricultural products of Greece. Greece ranks third in the world in olive oil production, and annually exports significant quantities of olive oil.

Spain is the largest olive oil producing country with a percentage of 42% (824.6 thousand tonnes) of the total EU production (25), for the period 2005-06, while Italy became the second with 34% (655.7 thousand tonnes). Greece held the same period a 22% (424 thousand tonnes) of total olive oil production in the EU (25). Thus, the Spanish olive oil is the global determinant of price.

In recent years, the usefulness of olive oil and the so called Cretan Diet became known, and positively affected its consumption, through dietary habits and preferences of consumers, that contributed to its rising demand.

The price of olive oil in combination with the disposable income and the price of the substitutes affect its demand. The olive oil in our country is a staple food, while the main component of demand is the evolution of the population. According to a survey conducted in 2004-05, the average monthly household expenditure on olive oil amounted to €12.60. The highest average monthly expenditure for olive oil held by households in Athens (€13.79), followed by the city of Thessaloniki (€13.33) and suburban (€13.16) areas (ICAPc, 2007).

A large number of firms that produce olive oil, whose size and activity vary, as the production process involves several stages from raw material receipt to disposal of the finished product. There are firms operating only the first phase of olive oil production, which sell it either directly for consumption in non-standard form (bulk), or in processing and bottling businesses, and in trade (wholesalers) for resale in Greece or abroad.

Several Cooperatives or Unions of Agricultural Cooperatives operate in this sector that have as their principal activity the collection of olives from producers, and then olive oil processing and marketing.

The advertising of olive oil is related to the brand product and not the unbottled.

As mentioned above, Greece ranks globally third after Spain and Italy in olive oil production, and, since the Greek olive oil production exceeds domestic demand, large quantities are available for export, but mainly unbottled.

The new standards for olive oil, as defined by EU and State Legislation and were valid from 01/11/2003, require that the olive oil package's volume would reach at maximum 5 liters.

Despite this, large amounts of olive oil are still on the market each year unbottled, thus giving an incomplete form of competition in the Greek olive oil market, especially in niche markets. Because of geographical isolates – mountainous or insular areas – there are restrictions as to the number of raw material suppliers and the supplied quantities, and the number of wholesalers and end consumers.

The domestic consumption of organic olive oil stood at 285 tonnes in 1999, while in 2006 at 1,100 tonnes, with an average annual increase of 21.3% for the period 1999-2006 (ICAPc, 2007).

During the period 2005-06, the largest proportion of the total domestic consumption was covered by the non-standardized and unbottled olive oil at a percentage of 38%, while the bottled olive oil is estimated to have covered 27% of the market, and the personal consumption of olive oil was approximately 35% (ICAPc, 2007).

The market share of private label products in the domestic market of bottled olive oil was estimated at 20% during this period (ICAPc, 2007).

3.4. Wine

The tradition of winemaking, the dietary pattern of modern society, and the Greek wine's export orientation render wine sector one of the most important for the Greek economy.

Due to the fact that wine is closely connected with the diet and culture in our country, the level of consumption is not drastically affected by changes in disposable income of the consumer. A possible reduction in disposable income will cause substitution by a wine of a lower price or unbottled.

Because of the heat during the summer season, consumers turn to substitute products, mainly beer and soft drinks. Therefore, the factors shaping the domestic wine consumption are the season, as during winter season
(October - May) observed higher consumption, inbound tourism and consumer habits and patterns. Seasonality affects the demand inside the wine sector, with increasing white wine's consumption during the warm period, and increasing the demand of wine during the holidays.

The wine sector consists of manufacturing companies, agricultural cooperatives and import companies. The domestic production is fragmented among a lot of wineries, since numerous businesses, mainly smes, operate in the sector. The Unions of Agricultural Cooperatives hold a significant share of the production, while wine imports are limited to low levels.

About the structure of this sector, we mention that it consists of several manufacturing units, mostly small and medium-sized and some large wineries that have modern equipment and cover a significant part of the production. The wine sector is characterized by heterogeneity, both in terms of business size, as well as to the type and variety of products produced with numerous brands.

Speaking about the trade terms, discounts range between 20% -40% and credits usually 3-6 months. Free product quantity is provided depending on order quantities, and is directly related to the business size, the product, the order quantity, the conditions prevailing in the local market, and the type of agreement.

The wine market is distinguished in 'cold', which includes entertainment venues and restaurants, and the 'hot' for home consumption. The most important distribution channels for small and medium-sized enterprises’ products are the wholesalers and dealers. The large firms have their own distribution networks for the supply of retail chains and major points of the 'cold' market (bars, taverns, restaurants), while in geographically isolated areas, they use dealers. However, supermarkets are the network with the biggest growth in recent years, while the market share of wine sold in supermarkets, wine shops and liquor stores was more than 50% (ICAP, 2008). In the distribution, there are companies that have specialized in the distribution of quality Greek wines from the "small producers". Also, there is a little number of specialized shops selling wine of superior quality and great variety, and wineries to visit and buy wine.

Regarding small businesses, some of them produce both unbottled and bottled wine, which is available in the local market, while other produce bottled limited production wine with special characteristics.

We claim that the marketing of local wines from local Unions of Agricultural Cooperatives and local SMEs, as well as the marketing of unbottled wine in local markets create conditions of imperfect competition in rural areas in Greece, and thus niche markets, giving the chance to local smes to do business.

3.5. Meat

The meat and processed meat products are also a staple food, and because of this, their price elasticity of demand is low. Despite this, the price and disposable consumer income affect consumption between different types of meat, and cause substitution between products of different meat types. Other determinants of demand are the diet habits, seasonality, tradition, perceived meat quality, and some other events (diseases, epidemics, nutritional problems and crises).

There is a numerous of small manufacturing companies, some of which own small livestock holdings or buy animals from the local market, having or not slaughterhouses on their premises. These features are found in most types of meat production, but especially beef and pork. There are some large companies, mainly in the category of poultry, which have vertically integrated production units.

Businesses in the sector are very heterogeneous with respect to their size, but also in the distribution network of products. Meat products are sold to the end-consumer through butchers at a percentage close to 60% of total sales, and through supermarkets about 35% with an upward trend in recent years (ICAPd, 2007). Significant amount of meat is also distributed in meat markets, restaurants and hotels.

3.6. Juices

The juices industry has a large concentration ratio, with the dominance of two large multinational companies. In the Greek market, a lot of smes operate, some of which extend their sales network throughout the country the last years, and the rest operate mainly in local markets, or sell unbottled juices as they act as subcontractors for major companies in the sector.
4. Discussion

Greece is a traditional agricultural country and has an important primary sector. In 1988, there were 953 thousand farms with an average size in utilized agricultural land of 4 hectares, with 972 thousand employees (26.6% of total employees), while the contribution of agriculture to the Gross Domestic Product amounted only to 16.4% (Zaridis, 1996).

In 2010, 706 thousand farms operated in primary agricultural sector, with an average size of holding 5.8 hectares of utilised agricultural area (EUROSTAT, 2010).

The Greek agriculture is mainly characterized by family holdings, and the family is considered inseparable from the holding and remains the basis of every socio-economic analysis (Rontogianni and Zaridis, 2006; Zaridis, Rontogianni and Karamanis, 2014). The major structural problems of the Greek agricultural sector are the small size of the holding, the land fragmentation, and the low educational level of human resources in rural areas (Rontogianni and Zaridis, 2006).

The holding is the supplier of agri-food manufacturing sector, and also, it is the "primitive" form of the manufacturing unit. As the supplier of the manufacturing unit, the holding is directly linked to it. The significant reduction in the number of holdings in the last twenty years or more causes almost in the total of the products' sectors a problem with the controlled availability, if not raw material inadequacy, as these sectors are raw material-intensive (Zaridis, 2012). Moreover, the large number of holdings in relation to the corresponding of manufacturing firms reduced their bargaining power, creating conditions for an oligopolistic market and in some cases cartels.

Regarding the second point about the "primitive" form and speaking in historical terms, we recall that the holding was processing and distributing the primary products, and the first manufacturing units originate from some holdings. The startup of many agri-food processing units came as a ‘natural evolution’ of entrepreneurship in order to exploit the raw materials of the family or neighboring farms (Zaridis, 2012). Moreover, these traditional forms of small manufacturing firms operated within the family holding until recent years. Due to the compulsory application of Community legislation on hygiene of the plant, the mandatory adoption of the HACCP, and business succession, the manufacturing companies were forced to be modernized and segregate from livestock farms.

The processing units of primary agricultural goods produce a wide product range and therefore are distinguished for their great heterogeneity, even within their own product sectors.

The food industry has a high concentration ratio, with few national or multinational companies, and a large number of smes that produce and sell mainly in a limited local geographic area, transacting with local suppliers and clients.

The main products of the product sectors in the food industry are classified as staple foods, being the hard core of the agri-food chain and playing an important role in nutrition and development of Greek society.

We proceeded above with the SCP paradigm in every product sector of great importance in the food industry. The markets of this industry are fiercely competitive. A numerous of firms operate in this industry and there is a high concentration ratio in the most product sectors. The large enterprises have usually developed their own distribution networks across the country. The SMEs in the industry usually face a lack of capital investment and this has been exacerbated by the economic crisis (Zaridis, 2006; Zaridis and Karamanis, 2014), while their main problem is the failure to develop an extensive distribution network, thus placing their products mainly to the local market.

Regarding the trade terms, the oligopolistic market conditions intensify the competition among the large firms, which use the discounts, the credits and other benefits for the proper positioning of their products to retailers, and especially supermarkets.

While the large firms have a very high market share and in many cases the concentration ratio of the four largest firms (CR4) in a sector is even more than 80%, they do not covet to compete with the small producers in local geographic markets, but they try, more or less, to gain profits from the large market share of the entire Greek territory (Zaridis, 2012). This is an outstanding ascertainment for the structure and the performance of the Greek agribusiness industry that affects the small business survival in Greek market.

Besides, the SMEs in certain sectors produce non-standard products (bulk) that sell in their local markets, such as unbottled olive oil or wine, giving an imperfect form in competition in the total of Greek market and creating niche markets locally.
Almost all product sectors are characterized by heterogeneity, both in terms of the business size, as well as to the type and variety of the manufactured products.

Because of geographical isolates (mountainous or insular areas), there are restrictions to the number of raw material suppliers, the raw material quantities, the number of wholesalers or end consumers, and the product distribution is very costly or difficult for the large enterprises in these areas, thus creating niche markets. So there is not any compression of the products prices in these niche markets due to the imperfect competition, giving the chance to the local smes to do business and survive.

Due to special and atypical conditions, such as the significant heterogeneity of products, the bulk products supply, the existence of heterogeneity in the product sectors, and the special geographical conditions in a large part of Greek territory, we argue that imperfect competition prevails in parts of the Greek market, creating local niche markets, and giving to the local smes the opportunity to do business, to promote and sell their product range.

Therefore, we note the existence of fragmentation in Greek market, either product or geographic, and the existence of a multidimensional Greek market reality, which have some specific impacts on the Greek Agribusiness market and thus, on the entrepreneurship in this sector.

References

IME GSEBEE (2011). http://www.imegsevee.gr, accessed at 27/10/2011.
Observatory of European SME’s (2003). SME’s in Europe 2003, http://www.acci.gr/acci/Portals/0/Departments/keme/international/SMES%20OBSERVATORY.pdf
National Statistical Service of Greece (2006). Business Register 2006.
National Statistical Service of Greece (2003). Business Register 2003.
EUROSTAT (2010). EU-Agricultural census 2010, http://epp.eurostat.ec.europa.eu/statistics_explained/index.php/Agricultural_census_2010
ebusinessforum.gr (2011). http://www.ebusinessforum.gr/teams/teamsall/view/inner/index.php?language=el&ctn=96&moduleid=-1&label=0, accessed at 23/11/2011.
Skordili, S. (2003). 'The new geography of agri-food industry in Greece', Topos: Spatial Development, Planning and Environment Review, 20-21/2003, ISSN:1105-3267, p. 99-118.
ICAP (2007). 'Milk products' Sector Study, June 2007.
ICAPb (2007). 'Cheese products' Sector Study, October 2007.
ICAPc (2007). 'Olive oil – Olive pomace oil', Sector study, June 2007.
ICAP (2008). 'Wine', Sector study, May 2008.
ICAPd (2007). 'Meat', Sector study, December 2007.
ICAPb (2008). 'Juice – Soft Drinks' Sector Study, July 2008.
Zaridis, A. D. (1996). The impact of Common Agricultural Structural Policy on agriculture in Prefecture of Ioannina, Thesis, Agricultural University of Athens, Athens.
Rontogianni, A. S. and Zaridis, A. D. (2006), The role of woman in rural development. The case of Municipality of Kalpaki, Prefecture of Ioannina, 9th Panhellenic Conference of Rural Economy, ET.AGR.O., Athens, 2006.
Zaridis, A. D., Rontogianni, A. and Karamanis, K. (2014). “Female Entrepreneurship in primary sector of Municipality of Pogoni”, International Conference HOBA 2014, 8-9 March 2014.
Zaridis, A. D. (2012) Entrepreneurship and Structural Strategies of manufacturing agro-pastoral products SMEs, Phd thesis, University of the Aegean: Chios, Greece.
Zaridis, A. D. (2006). Evaluation of leasing as a financing method for investments of Greek food and agricultural businesses. 9th Congress of Rural Economy, ETAGRO, 2-4 November 2006, Athens.
Zaridis, A. D. and Karamanis, K. (2014). “Evaluation of Leasing as a method of Funding Investments in Greek Agribusiness Sector”, International Conference HOBA 2014, 8-9 March 2014.