



THE IMPORTANCE OF DIGITAL TRANSFORMATION IN BUSINESS SUCCESS



An interview with

IID S.A. CEO MICHAIL ANDREADIS

As CEO of IID, a company with more than 30 years of experience in digitisation and information management, Michail Andreadis believes that digital transformation is not just about technology, but about rethinking the way organisations operate in terms of structures, processes, and culture.

With many years of experience in the banking sector and having served as CEO of Attica Bank during a period of increased regulatory and operational requirements, Andreadis has experienced the complexity of legacy infrastructures, the pressure of compliance, and the need for a structured, strategic transition with guaranteed business continuity.

With more than 1.2 billion digitised pages and hundreds of large-scale projects, IID invest in OCR, AI, and intelligent document processing technologies, but above all, invest in methodology, security, and a culture of change. In this context, digitisation is a lever for growth, regulatory protection, and sustainability – and at the same time a strategic opportunity for Greece and Europe to strengthen their institutional and operational maturity in the new digital economy. We spoke with Michail to find out more.

Why is digitisation important for modern enterprises?

Digitisation is a strategic necessity today, as it transforms information from a passive archive into active and usable capital. In an environment where speed, transparency, and regulatory compliance determine competitiveness, dependence on physical or fragmented files limits flexibility and increases operational risk and business costs.

The transition to organised digital environments allows immediate access to knowledge, workflow automation, full traceability of actions, and utilisation of data for informed strategic decisions. At the same time, it enhances transparency and compliance with an increasingly stringent European regulatory framework.

Digitisation is not an IT project. It is a

management project. It is an organisation's decision to operate based on structured data, reduce bureaucracy, safeguard its institutional memory, and create measurable value through information.

What are the biggest challenges facing enterprises transitioning from legacy systems to digital-first document solutions?

I would say resistance to change, the complexity of legacy infrastructures, and the lack of structured metadata. Many organisations have decades of records, geographically dispersed, without a uniform classification or clear management rules. At the same time, increased regulatory requirements – especially in banking, public, and institutional environments – create fear of downtime or loss of control during the transition.

Success requires a clear strategic roadmap, implementation phases with a controlled transition, full chain of custody, and strong change management. Digital transformation is not a "big bang." It is a structured maturation process.





How can IID help enterprises to navigate complex regulations?

IID operates primarily in environments with increased regulatory requirements, which has led it to embed compliance at the core of its operations. We design secure digital archives with role-based access control, privacy policies, and compliance with GDPR and European information security standards.

We work closely with legal and compliance departments, translating regulatory requirements into operational workflows and technical specifications. For us, regulatory compliance is not a barrier to innovation; it is the foundation on which a sustainable digital transition is built.

How has your experience and background as CEO in the banking sector helped shape the way you approach digitisation services for legacy enterprises?

My experience in the banking sector has profoundly shaped my perspective on digital transformation. In a banking environment, understanding risk, regulatory pressure, the need for transparency, and business continuity is not theoretical – it is a daily reality. This led me to develop a transformative, realistic, and structured approach.

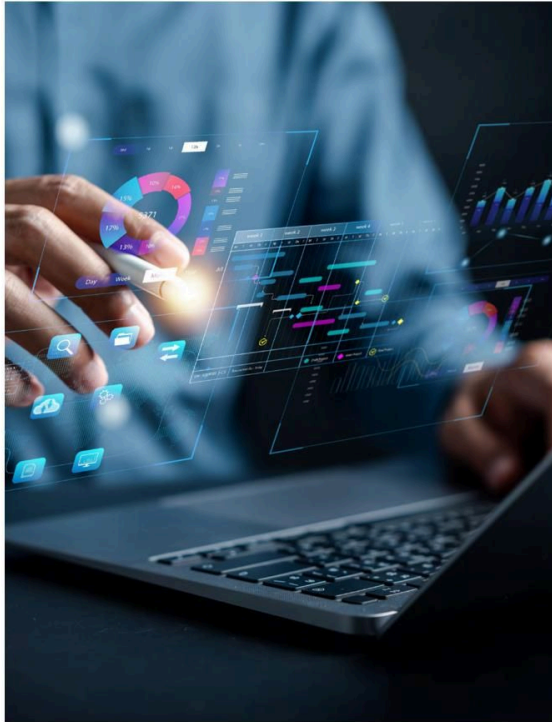
Organisations don't change overnight. It requires a gradual transition, strong project governance, and absolute assurance that operations will not be disrupted. At IID, we apply precisely this logic: digital transformation must strengthen control, reduce risk, and create institutional resilience.

IID has scaled rapidly in recent years. How do you ensure that company culture and operational excellence remain intact with a workforce that has quadrupled in size over the past few years?

This is a significant challenge for any organisation. When the workforce grows significantly, culture cannot remain informal; it must be institutionalised. We invest in a clear values framework, strong internal communication, well-defined policies and governance standards, leadership alignment, and KPIs that measure quality, security, and consistency – not just growth.

Our operations are based on structured processes, certified standards, and organised project management. For us, growth is not an end in itself. It is the result of institutional maturity and operational discipline.





Digital transformation has accelerated across all industries since 2020. As CEO, how do you decide which new technologies or partnerships to adopt while avoiding “tech fads”?

Technology is evolving rapidly, but for an organisation operating in high-responsibility environments, the adoption of innovations cannot be based on market enthusiasm. We evaluate each new technology based on four criteria: business necessity, regulatory compliance, scalability, and measurable business benefit (ROI). We invest in solutions that integrate smoothly into our customers’ existing IT environments and offer clear improvements in quality, speed, or security.

Our strategic partnerships are shaped with the future in mind. We prefer technology ecosystems with proven reliability, international presence, and the potential for continuous development. For us, innovation is not a technology showcase; it is a tool that must stand the test of time.

As OCR, AI, and machine learning continue to evolve, how hands-on are you in shaping IID’s innovation strategy, and how do you ensure your team stays ahead of global competitors?

I am strategically active, but not micro-managing. My role is to set direction, define priorities, and ensure that innovation serves the overall strategy of the company.

I closely follow developments in OCR, AI, intelligent document processing, and workflow automation, as I believe that structured information utilisation will be the central axis of digital transformation in the coming years. At the same time, I encourage international benchmarking and continuous training of our teams to maintain technological and institutional readiness.

The innovation strategy is not simply about adopting new tools. It is about the constant alignment of technology, regulatory requirements, and operational needs. Our goal is to stay ahead of developments with stability and reliability.

How are sustainability and green initiatives shaping IID’s digitisation projects and your strategic decisions as CEO?

The core of digitisation has an environmental impact: it reduces paper use, physical file transport, and storage needs. But for us, sustainability is not limited to that. We incorporate ESG criteria into our strategy, prioritise certified environmental management systems, and implement processes that reduce the operational footprint of our projects.

At the same time, we support our partners in adopting and fully embracing the transition to digital archives as a strategic sustainability investment, documenting their compliance in line with European environmental policies. Sustainability is not a communication choice; it is an operational responsibility and a strategic growth pillar.



How do you balance short-term demands with IID’s long-term goals as digital archiving grows in key sectors?

Balance is achieved through clear strategic KPIs and investments in infrastructure and human capital, even when these do not yield immediate financial benefits. We do not pursue growth at the expense of our quality or reputation. In the field of critical information management, trust is a long-term asset. As CEO, I ensure that every project we undertake today strengthens IID’s position over the long term.

Looking at the broader Greek and European market, what trends or shifts in digital archiving and document management are most exciting to you as a CEO in 2026?

Speaking of today, we are seeing a clear transition from simple digitisation to intelligent data utilisation. Organisations are no longer satisfied with digital copies – they want structured, interoperable, and analysable data. AI-driven classification, automated extraction of operational data, and harmonisation of regulatory frameworks are creating a new environment of opportunities.

In the public sector, there has been an acceleration of projects linking digitisation with institutional transparency and digital governance. The convergence of artificial intelligence, regulatory compliance, and secure digital repositories is, for me, the most interesting development because it transforms information into a strategic management tool.

How do you measure success for yourself today, beyond revenue and operational metrics? Are there new benchmarks for impact or influence that matter to you in 2026?

Financial performance is essential; however, it is not the only indicator of success. I place strong value on the institutional impact of our projects – namely, whether the organisations we work with operate with greater transparency and efficiency from the very next day. In addition, I assess the organisational maturity of IID itself – the stability of our culture, the level of expertise of our staff, and our ability to manage complex projects without compromising quality.

In 2026, success means contributing significantly to the country’s digital transformation and being considered an institutional partner, not just a service provider.



Looking ahead, what changes do you see on the horizon for IID, and how do you plan to navigate them?

We are investing in the use of artificial intelligence tools for structured data extraction and categorisation, as well as in the interconnection of digital repositories with operational information systems. At the same time, strengthening transnational cooperation and participating in broader European digital governance ecosystems are strategic goals.

These changes will require continuous investment in human capital, cybersecurity, and organisational flexibility. Our strategy remains unchanged: controlled growth, technological excellence, and absolute reliability.

Is there anything else you would like to add?

Allow me to note that digitisation is not simply a technological upgrade. It is an act of administrative maturity and strategic responsibility. Any organisation that chooses to organise its knowledge, secure its institutional memory, and operate transparently is investing in its future.

At IID, we don’t just convert paper into digital files. We convert information into structured, secure, and usable capital. And that, for me, is the essence of modern digital transformation.



To find out more about the innovative solutions provided by IID S.A. or to get in touch with Michail and his team, please visit www.iid.gr.