

# Dr Chris Voudouris

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## Profile

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Technology executive with over 25 years of experience in telecoms, IT services and infrastructure. Senior technology and business roles at major organisations leading large-scale digital transformations, product portfolio evolution, research and advisory services. Served in various capacities coordinating industry efforts on cybersecurity, resilience, digital identity and smart cities. Background in AI and Data Analytics for service and network optimisation with prestigious IT and engineering awards received from BCS, IET, NOA, INFORMS and others.

## Employment

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### **2023 - Now, Chief Technical Officer, Airband**

Leader of the technical functions and member of the executive team for alternative broadband provider Airband, focusing on the design and delivery of FTTP and FWA networks for rural areas across the UK.

### **2022 - 2023, Chief Technology and Information Officer, Neos Networks**

Leader of the company's technology functions and member of the ExCo. Responsible for a converged technology strategy across networks and IT.

### **2016 - 2022, Managing Vice President, Technology Innovation and CTO, Gartner Inc.**

Leader of the Technology Innovation and CTO group. Research and insights on strategic technology trends and emerging technologies. Advising clients globally on digital, cloud, 5G, IoT, AI and process transformations.

### **2015 - 2016, CTO / Head of Digital Business Systems, Network Rail**

Joint CTO and design authority for Digital Railway; a multi-billion digital and data transformation of the GB Railways. Chairman of industry steering groups on cybersecurity and data.

### **2014 - 2015, Vice President, Technology & Delivery and CTO eCompany, Deutsche Telekom AG**

Responsible for the technology and delivery organisation in DT group products (DBU). Head of Big Data and API unit and CTO for group's eCompany digital transformation. Deutsche Telekom representative at GSMA.

### **2011 - 2014, Global IT Director, Sales, Marketing, Business Engineering, Delivery and Operations, CGI/Logica**

Global IT Director for company's entire value chain domain (sales, marketing, business engineering, delivery and operations). Chief Architect for group-wide ERP/CRM transformation.

### **2003 - 2011, Senior R&D Manager, Head of Intelligent Enterprise Technologies, British Telecom**

Headed BT's GCTO group working on intelligent enterprise technologies. Technology transformation programmes for BT Openreach to enable the rollout of broadband and fibre products across the UK.

### **1996 - 2003, Technical Group Leader, Intelligent Complex Systems Research, British Telecom**

Lead for Intelligent Complex Systems R&D with applications in Customer Experience and Network Intelligence. Software innovations in AI, Intelligent Agents and optimisation algorithms.

### **1994 - 1995, Senior Research Officer, University of Essex**

Developed Guided Local Search algorithm inspired by neural networks and reinforcement learning. Method recommended by Google AI toolkit for TSP/VRP problems and deployed in logistics by the likes of IBM and SAP.

## Other Professional Activities

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2024 – Present, Visiting Senior Researcher, AI Team, National and Kapodistrian University of Athens  
2015 - 2016, Chair, Rail Industry Cyber Security Steering Group (CSSG)  
2005 - 2016, Honorary Professor, School of Computer Science and Electronic Engineering, University of Essex  
2014 - 2015, GSMA - Mobile Network Operators Industry Association, Deutsche Telekom, Group Representative  
2015, Horizon 2020, Smart Cities and Communities, Panel of Experts, European Commission  
2008 - 2011, EBTIC Associate, Etisalat-BT Innovation Centre, Abu Dhabi, UAE  
2005 - 2011, Member of City Associates Board, CCFEA, University of Essex  
2005 - 2008, Computer Science Panel, Research Frontiers Programme, Science Foundation Ireland  
2007, Principal Investigator Programme, Proposal Reviewer, Science Foundation Ireland  
2007, Framework Programme 7, Panel of Experts, Proposal Reviewer, European Commission  
2004 - Present, Panel of Experts on World Competitiveness, IMD World Competitiveness Yearbook  
1998 - 2004, Visiting Fellow, Department of Computer Science, University of Essex

## Education

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2004, Master of Business Administration, IMD Business School, Lausanne, Switzerland  
2003, Program for Executive Development (PED), IMD Business School, Switzerland  
*Electives: Private Equity and Venture Capital, Knowledge Management, Supply Chain Management*

1997, Ph.D. in Computer Science, University of Essex, Colchester, United Kingdom  
*PhD Thesis: Guided Local Search for Combinatorial Optimisation Problems*

1993, M.Sc. in Intelligent Knowledge-Based Systems with Distinction, University of Essex, United Kingdom  
*MSc Thesis: Fuzzy Hierarchical Control for Autonomous Mobile Robots*

1992, M.Eng. in Electrical Engineering, National Technical University of Athens, Athens, Greece  
*MEng Thesis: Application of Expert Systems to Automated Hardware Design*

## Industry and Company Awards

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British Computer Society, Tech Refresh Project of the Year, Finalist, 2022.  
Nielsen Norman Group, The Year's 10 Best Intranets, 2012.  
UK IT Industry Awards, Innovation in Infrastructure, Finalist, 2010.  
International Business Awards, Best MIS & IT Department, Organization or Team, Stevie Award Winner 2008.  
BT Innovation Awards, Best Innovation for Communication Providers, Finalist, 2008.  
UK National Outsourcing Association, Award for Innovation in Outsourcing, Winner, 2007  
UK National Outsourcing Association, Telecommunications Outsourcing Project of the Year, Finalist, 2007.  
EURO - European Operational Research Societies, Excellence in Practice Award, Finalist, 2007.  
BT Innovation Awards, Best Innovation Exploitation, Finalist, 2006.  
BT Innovation Awards, Best Corporate Entrepreneurship, Finalist, 2006.  
IET, Innovation In Engineering Awards, IT Category, Finalist Award, 2006.  
British Computer Society, Technology Awards, Medallist, 2004.  
EURO - Association of European Operational Research Societies, Excellence in Practice Award, Finalist, 2003.  
BT, Brightstar Entrepreneurship awards, Award for Technology Exploitation, 2002.  
BT, Hall of Fame, Shooting Star Award, Thought Leadership, Optimisation Technologies, 2002.  
INFORMS, The Franz Edelman Finalist Award, 1999.  
ANBAR Publishing, Excellence Award for Research Implications in Management Science, 1999.  
BT, Alan Rudge Award for Innovation, 1999.  
BT, Gordon Radley Fund, Christopher Columbus Prize, Technical Premium, 1999.  
British Computer Society, IT Award for Innovation, 1997.

British Computer Society, IT Medal for Innovation, 1997.  
BT, Gordon Radley Fund, Christopher Columbus Prize, Technical Premium, 1997.  
BT, Gordon Radley Fund, Christopher Columbus Prize, Papers Premium, 1997.

## Patents and Publications

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### Patents

- Estimating resource usage, Patent number: US2007143764, 2007.
- Redistribution of resources, Patent number: US2004249743, 2003.
- Resource management method and apparatus, Patent number: WO03023665, 2002.
- Method and apparatus for building algorithms, Patent number: WO02082260, 2001.
- Software tool for heuristic search methods, Patent number: WO02056249, 2001.
- Selective modification of a scheduling process, Patent number: WO0175703, 2001.
- Multimodal user interface, Patent number: WO0008547, 1998.
- Method of scheduling connections, Patent number: WO9901974, 1997.
- Resource Allocation, Patent Number: EP0938714, 1996.

### Books

- Voudouris, C., Owusu, G., Dorne, R., and Lesaint, D., *Service Chain Management: Technology Innovation for the Service Business*, Springer-Verlag, Berlin Heidelberg New York, 2008.

### Press Articles

- Searle, S., Voudouris, C., and Srivastava, T., How to demystify the Chief Technology Officer's many personas, Gartner Research, 2021.
- Jones, N., Voudouris, C., How CTOs can incorporate megatrend analysis into their technology strategy, Gartner Research, 2019.
- Jones, N., Fenn, J., Voudouris, C., What does the ISO 56002 innovation standard mean to you?, Gartner Research, 2019.
- Scheibenreif, D., Walker, M., Voudouris, C., How CTOs can enable digital business transformation, Gartner Research, 2017.
- Voudouris, C., Gibbons, P., Securing the Digital Railway, IRSE News, Issue 227, 2016.

### Journal Papers and Book Chapters

- Voudouris, C., Alsheddy, A., Alhindi, A., Guided Local Search, *Handbook of Heuristics*, Springer, 2024 (accepted).
- Alsheddy, A., Voudouris, C., Tsang, E., Alhindi, A., Guided Local Search, *Handbook of Heuristics*, Springer, 2018.
- Voudouris, C., Tsang, E., Alsheddy, A., Guided Local Search, *Wiley Encyclopedia of Operations Research and Management Science*, Wiley, 2010.
- Voudouris, C., Tsang, E., Alsheddy, A., Effective Application of Guided Local Search, *Wiley Encyclopedia of Operations Research and Management Science*, Wiley, 2010.

- Voudouris, C., Tsang, E., Alsheddy, A., Guided Local Search, Handbook of Metaheuristics (2nd Edition), eds. Gendreau, M. and Potvin, J.-Y., Springer, 2010.
- Borenstein, Y., Shah, N., Tsang, E., Dorne, R., Alsheddy, A., Voudouris, C.: On the Partitioning of Dynamic Workforce Scheduling Problems. Journal of Scheduling, 2010.
- Owusu, G., Shah, M. and Voudouris, C., Improving Customer Experience through Accurate Demand Forecasting , Int. J. Services Operations and Informatics, Vol. 4, No. 1, 2009.
- Virginas, B., Ursu, M., Tsang, E., Owusu, G. and Voudouris, C., Intelligent Resource Exchanges - solutions and pathways in a workforce allocation problem. Journal of Universal Computer Science, Vol. 14, No. 14, pp. 2343-2358, 2008.
- Stubbings, P., Virginas, B., Owusu, G. and Voudouris, C., Modular Neural Networks for Recursive Collaborative Forecasting in the Service Chain, Journal of Knowledge Based Systems, Vol 21, Issue 6, pp.450-457.
- Tsang, E.P.K., Gosling, T., Virginas, B., Voudouris, C., Owusu, G. and Liu, W., Retractable Contract Network for Empowerment in Workforce Scheduling, Multiagent and Grid Systems Journal, Vol 4, No. 1, pp 25-44, Special Issue on Negotiation Mechanisms for Multiagent and Grid Resource Management Systems, 2008.
- Dorne, R., Mills, P., and Voudouris, C., Solving Vehicle Routing using iOpt, Metaheuristics: Progress in Complex Systems Optimization, eds. Doerner et al., Operations Research/Computer Science Interfaces Series, Vol. 39, 2007.
- Voudouris, C., Owusu, G., Dorne, R., Ladde, C., Virginas, B., ARMS: An automated resource management system for British Telecommunications plc, European Journal for Operational Research, 171, 951-961, 2006.
- Li, Y., Voudouris, C., Thompson, S., Owusu, G., Anim-Ansah, G., Liret, A., Lee, H., and Kern, M., Self-Service Reservation in the Fieldforce. BT Technology Journal, Vol. 24, No. 1, 2006.
- Ursu, M.F., Virginas, B., Owusu, G., Voudouris, C., Distributed Resource Allocation via Local Choices: A Case Study of Workforce Allocation, International Journal of Knowledge-Based Intelligent Engineering Systems, Vol 9, No 4, pp 293-301, 2005.
- Owusu, G., Voudouris, C., Dorne, R., Ladde, C., Anim-Ansah, G., Gasson, K., Connolly, G., ARMS - application of AI and OR methods to resource management, BT Technology Journal, Vol 21, No 4, pp 27-32, 2003.
- Dorne, R., Voudouris, C., Liret, A., Ladde, C., Lesaint, D., iSchedule - an optimisation tool-kit based on heuristic search to solve BT scheduling problems, BT Technology Journal, Vol 21, No 4, pp 50-58, 2003.
- Dorne, R., Voudouris, C., HSF: The iOpt's framework to easily design meta-heuristic methods, METAHEURISTICS: Computer Decision-Making, eds. Mauricio G. C. Resende and Jorge Pinho de Sousa, Chapter 11, pp 237-256, Combinatorial Optimization Book Series, Kluwer Academic Publishers, 2003.
- Lesaint, D., Voudouris, C., Azarmi, N., Alletson, I., Laithwaite, B., Field workforce scheduling, BT Technology Journal, Vol 21, No 4, pp 23-26, 2003.
- Virginas, B., Voudouris, C., Owusu, G., Anim-Ansah, G., ARMS Collaborator - intelligent agents using markets to organise resourcing in modern enterprises, BT Technology Journal, Vol 21, No 4, pp 59-64, 2003.
- Voudouris, C., Tsang, E., Guided Local Search, Handbook of Metaheuristics, eds. Glover, F. and Kochenberger, G., Chapter 7, pp 185-218, International Series in Operations Research and Management Science, Kluwer Academic Publishers, 2002.
- Voudouris, C., Dorne, R., Lesaint, D., Liret, A., iOpt: A Software Toolkit for Heuristic Search Methods, Principles and Practice of Constraint Programming - CP 2001, ed. Walsh, T., Lecture Notes in Computer Science, vol. 2239, pp 716-729, Springer, 2001.
- Voudouris, C., Tsang, E., Guided Local Search Joins the Elite in Discrete Optimisation, Constraint Programming and Large Scale Discrete Optimization, eds. Freuder, E. and Wallace, R., DIMACS Series in Discrete Mathematics and Theoretical Computer Science, vol. 57, American Mathematical Society, 2001.

- Lesaint, D., Voudouris, C., Azarmi, N., Dynamic Workforce Scheduling for British Telecommunications plc, *Interfaces*, pp 45-56, 30:1, 2000.
- Voudouris, C., Tsang, E., Guided local search and its application to the travelling salesman problem, *European Journal of Operational Research*, Vol. 113, Issue 2, pp 469-499, 1999.
- Voudouris, C., Azarmi, N., Jones, A., Advanced Call Scheduling for Testing a Telecommunications Network, *BT Technology Journal*, Vol. 16, No. 3, pp 30-37, 1998. Voudouris, C., Guided local search - an illustrative example in function optimisation, *BT Technology Journal*, Vol. 16, No. 3, pp 46-50, 1998.
- Tsui K.C., Azvine B., Djjan D., Voudouris C., and Xu L.Q., Intelligent multi-modal systems, *Smart Work Manager*, *BT Technology Journal*, Vol. 16, No. 3, pp 134- 144, 1998.
- Tsang, E., and Voudouris, C., Fast local search and guided local search and their application to British Telecom's workforce scheduling problem, *Operations Research Letters*, Vol. 20, No. 3, 119-127, 1997.
- O'Brien, P., Wiegand, M., Odgers B., Voudouris C., Judge D., Using Software Agents for Business Process Management, *British Telecommunications Engineering Journal*, Vol. 15, Part 4, pp 326-333, 1997.

### Conference and Workshop Papers

- Liret, A., Shepherdson, J., Borenstein, Y., Voudouris, C., Tsang, E., Workforce Dynamics Simulator in Service Operations Scheduling Systems, Conference on ENTERprise Information Systems (CENTERIS 2009), Ofir, Portugal, 2009.
- Shah, N., Tsang, E., Borenstein, Y., Dorne, R., Liret, A., Voudouris, C., Intelligent Agent Based Workforce Empowerment, 3rd International KES Symposium on Agents and Multi-agent Systems Technologies and Applications, Uppsala, Sweden, 2009.
- Owusu, G., Voudouris, C., Azarmi, N., Venkataramani, E., The BT/Infosys Partnership on FOS - Realising the Open Innovation Continuum, *Global Sourcing Workshop*, 2009.
- Borenstein, Y., Shah, N., Tsang, E., Dorne, R., Alsheddy, A., Voudouris, C., On the partitioning of dynamic scheduling problems -: assigning technicians to areas. *GECCO 2008*: 1691-1692, 2008.
- Dorne, R., Voudouris, C., and Owusu, G., An Advanced Planning and Scheduling Platform for Service Enterprise, The 4th International Conference on Innovations in Information Technology, Dubai, 2007.
- Owusu, G., Voudouris, C. and Shah, M., Demand Forecasting in Operational Workforce Management, 2007 IEEE International Conference on Service Operations and Logistics, and Informatics, Philadelphia, USA, 2007.
- Owusu, G., Shah, M. and Voudouris, C., Unscrambling the riddle of Field Force Forecasting - A Case Study with BT, *Supply Chain Planning and Forecasting Conference Europe*, Amsterdam, 2007.
- Liret, A., Dorne, R., and Voudouris, C., iSchedule an optimisation toolkit to solve BT workforce scheduling problems, 3rd Multidisciplinary International Conference on Scheduling: Theory and Applications (MISTA) 2007, Paris, France, 2007.
- Virginas, B., Ursu, M., Tsang, E., Owusu, G., Voudouris, C., Intelligent Resource Allocation - Solutions and Pathways in a Workforce Planning Problem, *KES AMSTA 2007 Wroclaw*, Poland, 2007.
- Voudouris, C., Owusu, G., Dorne, R., and McCormick A., FOS: An Advanced Planning and Scheduling Suite for Service Operations, *IEEE International Conference on Services Systems and Services Management*, IEEE/SSSM06.
- Owusu, G., Voudouris, C., Kern, M., Garyfalos, A., Anim-Ansah, G., Virginas, B., On Optimising Resource Planning in BT with FOS, *IEEE International Conference on Services Systems and Services Management*, IEEE/SSSM06.
- Anim-Ansah, G., Kern, M., Owusu, G., and Voudouris, C., Field Service Planning as an Enabler for Field Service Optimisation, 3rd International IEEE Conference on Intelligent Systems, 2006.
- Kern, M., Anim-Ansah, G., Owusu, G., Voudouris, C., FieldPlan: Tactical Field Force Planning in BT, *IFIP AI Conference*, Santiago, Chile, 2006.

- Dorne, R., Mills, P., and Voudouris, C., Solving Vehicle Routing using iOpt, Proceedings of MIC 2005 - The 6th Metaheuristics International Conference, Vienna, Austria, 2005.
- Tsang, E.P.K., Gosling, T., Virginas, B., Voudouris, C., Owusu, G., Retractable Contract Network for Distributed Scheduling, 2nd Multidisciplinary International Conference on Scheduling : Theory and Applications (MISTA 2005), New York, July 2005.
- Voudouris, C., Owusu, G., Ladde, C., Virginas, B., Anim-Ansah, G., Garyfalos, A., An Automated Resource Management System - President's Award Finalist, OR 46 annual conference, University of York, 7 - 9 September 2004.
- Ursu, M.F., Virginas, B., Voudouris, C., Distributed Resource Allocation via Local Choices: General Model and a Basic Solution, KES2004, 8th International Conference on Knowledge-Based Intelligent Information & Engineering Systems, Wellington, New Zealand, September 2004.
- Lirét, A., Dorne, R., Voudouris, C., iSchedule: A Constraint and Heuristic Search-Based Toolkit to Solve Scheduling Applications, INFORMS / CORS 2004, Banff, Alberta, Canada, May, 16-19, 2004.
- Virginas, B., Owusu, G., Voudouris, C., Anim-Ansah, G., A Two Stage Optimisation System for Resource Management in BT, Proc. Applications and Innovations in Intelligent Systems XI, The Twenty-third SGAI International Conference on Innovative Techniques and Applications of Artificial Intelligence, pp109-121, 2003.
- Conway, A., Dorne, R., Voudouris, C., iNetwork - A Framework for Network Optimisation, International Network Optimization Conference, page 163, Evry/Paris, France, 2003.
- Voudouris, C., Owusu, G., Dorne, R., Ladde, C., Virginas, B., ARMS: An Automated Resource Management System for British Telecommunications plc, EURO/Informs Joint International Meeting, Istanbul, 2003.
- Ladde, C., Dorne, R., Voudouris, C., Heuristic Search Builder: the iOpt's tool to visually build metaheuristic algorithms, Proceedings of the 5th Metaheuristics International Conference (MIC' 2003), Kyoto Japan, August 25-28, 2003.
- Owusu G., Voudouris C., Dorne R., Lesaint D., Developing a Profiler in the Arms Platform, Proceedings of the Sixth IASTED International Conference on Artificial Intelligence and Soft Computing, pp 541-546, Banff, Canada, July 2002.
- Owusu, G., Voudouris, C., Dorne, R., Lesaint, D., Using Preferences to Optimise Resource Profiles, Proceedings of the XV Conference of the European Chapter on Combinatorial Optimisation, pp 52, Lugano, Switzerland, June 2002.
- Owusu, G., Dorne, R., Voudouris, C., Ladde, C., Lesaint, D., Dynamic Planner: A Decision Support Tool for Resource Planning, ES2002: 22th SGAI International Conference on KBS and Applied AI, Applications and Innovations in Intelligent Systems X, pp 19-32, BCS Conference Series, Springer, December 2002.
- Dorne, R., Voudouris, C., Lesaint, D., Lirét, A., Ladde, C., La plate-forme iOpt dédiée au développement des systèmes d'optimisation basés sur les méthodes heuristiques, JNPC'2002, Nice, France, May 2002.
- Voudouris, C., Dorne, R., Lesaint, D., Lirét, A., Problem Modelling and Solving Frameworks for Heuristic Search, OR43 Annual Conference, UK Operational Research Society, University of Bath, 4-6 September, 2001.
- Dorne, R., Voudouris, C., HSF: A generic framework to easily design Meta-Heuristic methods, Proceedings of 4th Metaheuristics International Conference (MIC' 2001), Porto, Portugal, pp 423-428, 2001.
- Voudouris, C., Dorne, R., Heuristic search and one-way constraints for combinatorial optimisation, Proceedings of CP-AI-OR'01, pp 257 - 269, Wye College (Imperial College), Asford, Kent, UK, April 2001.
- Voudouris, C., Heuristic Search for Combinatorial Optimisation Problems in Telecommunications, OR41 Annual Conference, UK Operational Research Society, Edinburgh University, 14-16 September, 1999.
- Voudouris, C., Guided local search for the travelling salesman problem, Travelling Salesman Problem Workshop, University of Southampton, 22 September 1999.

- Tsang, E.P.K., Voudouris, C., Ford, J., Mills, P., Operations Research Meets Constraint Programming: Some Achievements So Far, Proceedings, 15th National Conference of the Australian Society for Operations Research (ASOR'99), pp 872-883, Gold Coast, Queensland, Australia, 4-7 July 1999.
- Tsang, E., Wang, C., Davenport, A., Voudouris, C., Lau, T.L., A Family of Stochastic Methods for Constraint Satisfaction and Optimisation, First International Conference on The Practical Application of Constraint Technologies and Logic Programming (PACL'99), pp 359-383, London, April 1999.
- Song, Y., Hughes, J.G., Azarmi, N., Voudouris, C., A Genetic Algorithm with an incomplete representation for the Job Shop Scheduling Problem, Proceedings, UK Planning And Scheduling SIG 18, Salford, December 1999.
- Voudouris, C., Lesaint, D., Pothos, D., Solving Large Industrial Problems using Heuristic Search and Constraint Programming, Proceedings, UNICOM Seminar on Modern Heuristics for Decision Support, London, December 1998.
- Voudouris, C., Tsang, E., Solving the Radio Link Frequency Assignment Problems using Guided Local Search, In Proceedings of NATO symposium on Frequency Assignment, Sharing and Conservation in Systems (AEROSPACE), AGARD, paper No. 14, Aalborg, Denmark, 5-7 October 1998.
- Voudouris, C., Solving Large Industrial Problems using Heuristic Search and Constraint Programming, OR40 Annual Conference, UK Operational Research Society, Lancaster University, 8-10 September, 1998.
- Tsang, E.P.K, Voudouris, C., Constraint Satisfaction in Discrete Optimisation, Proceedings, UNICOM Seminar on Constraint Satisfaction and Discrete Optimisation, London, April 1998.
- Lesaint, D., Voudouris, C., Azarmi, N., Laithwaite, B., Dynamic Workforce Management, UK IEE Colloquium on AI for Network Management Systems (Digest No.1997/094), pp1/1-5, Published by IEE, London, UK, April 1997.
- Odgers, B., Voudouris, C., Using Agents to Manage Business Resources and Services, In Proc. Sixth International Interfaces Conference (Interfaces 97), pp 183-186, Montpellier, France, May 1997.
- Voudouris, C., Tsang, E.P.K., Partial Constraint Satisfaction Problems and Guided Local Search, Proceedings of the Second International Conference on the Practical Application of Constraint Technology (PACT'96), pp 337-356, London, UK, 1996.
- Jennings, N.R., Faratin, P., Norman, T.J., O'Brien, P., Wiegand, M.E., Voudouris, C., Alty, J.L, Miah, T., Mamdani, E.H., ADEPT: Managing Business Processes using Intelligent Agents, Proc. BCS Expert Systems 96 Conference (ISIP Track), pp 5-23, Cambridge, UK, 1996.
- Voudouris, C., Chernet, P., Wang, C. J., Callaghan, V., Hierarchical Behavioral Control for Autonomous Vehicles, in Proc. IFAC 2nd Int. Conf. on Intelligent Autonomous Vehicles (IAV95), pp 267-272, Helsinki University of Technology, Espoo, Finland, Elsevier Science, June, 1995.
- Voudouris, C., Chernet, P., Wang, C. J., Callaghan, V., Fuzzy Hierarchical Control for Autonomous Vehicles, in Proc. International Symposium on Intelligent Robotics Systems, pp 110-117, Grenoble, July, 1994.
- Pekmestzi, K., Voudouris, C., Kalivas, P., How to Build an Expert CAD System Using an Object-Oriented Data Model", International Symposium on Computer and Information Sciences VII, pp 553-556, Antalia, Turkey, 1992.

### Technical Reports

- Voudouris, C., Tsang, E.P.K, Function Optimization using Guided Local Search, Technical Report, CSM-249, University of Essex, September, 1995.
- Voudouris, C., Tsang, E.P.K, Guided Local Search, Technical Report, CSM-247, University of Essex, August, 1995.
- Tsang, E.P.K., Voudouris, C., Fast local search and guided local search and their application to British Telecom's workforce scheduling problem, Technical Report, CSM-246, University of Essex, August, 1995.
- Voudouris, C., Chernet, P., Wang, C. J., Callaghan, V., Fuzzy hierarchical control for autonomous vehicles, Technical Report, CSM-216, University of Essex, December, 1994.

- Voudouris, C., Tsang, E.P.K., The Tunneling Algorithm for Partial CSPs and Combinatorial Optimization Problems, Technical Report, CSM-213, University of Essex, November, 1994.