

Table of contents

Foreword.....	9
Abstract.....	17
Introduction	19
Context.....	25
 Chapter 1	
The disruptive eve and its emerging challenges	29
1.1. Short History of Human Revolutions	29
1.2. Disruptive Eve Triggered by the “Disruptive Innovation”	31
1.3. Disruption Eve’s Dimensions	32
1.3.1. Technological Disruption	33
1.3.2. Pandemic Disruption	35
1.3.3. Economic Disruptions	36
1.3.4. Societal Disruption.....	37
1.3.5. Geopolitical Disruption	39
 Chapter 2	
Business continuity, the vital condition of managing turbulences	43
2.1. Business Continuity Underpinnings	43
2.2. Business Continuity as a Key Pillar of a Good Resilience Capacity	48
2.3. Turnaround as a Primary Condition of Business Continuity, Growth and Resilience	51
2.3.1. Business Continuity.....	51
2.3.2. Resilience	53

Chapter 3

Active turnaround – a viable answer

to the disruptive emerging challenges	59
3.1. The Role of the Turnaround Process	59
3.2. The Dichotomy of Turnaround and Restructuring	63
3.3. “4As Leadership” Model for Active Turnaround	67
3.4. Active Turnaround Process – a “Modus Operandi”	69

Chapter 4

System thinking and engineering approach

to turnaround management	73
4.1. Systems Underpinnings	73
4.1.1. Systems Structure	74
4.1.2. Systems Nature	76
4.1.3. Systems Feedback Loop	77
4.1.4. Complex Systems – Complexity	78
4.2. System Thinking & Engineering as the Bedrock of Active Turnaround Management	81
4.2.1. The role played by system thinking, system engineering and system approach in active turnaround management.....	81
4.2.2. The link between Systems Thinking and System Engineering.....	83
4.2.3. The Organization as a System.....	86
4.2.4. The Organization as a Subsystem in a Larger Ecosystem	88
4.2.5. The Organization as a Socio-Technical System.....	89
4.2.6. Agent-Based Model	90
4.2.7. The Organization Integrated Management System, an Imperative Condition of System Engineering.....	92

Chapter 5

Diagnosis as the key process for active turnaround

5.1. A New Systemic Diagnosis Model – The Hexagram Model	97
5.1.1. The First Block: “Financial Analysis”	98
5.1.2. “Strategic and Leadership” Block	102

■ Active turnaround. The answer to the Disruptive Eve ■

5.1.3. “Business Development” Block	108
5.1.4. “Process Management” Block	110
5.1.5. “IT Governance (ITG)” Block	111
5.1.6. “Change Management and Resilience Capacity” Block.....	114
5.2. Diagnosis Capitalizing	116

Chapter 6

Active turnaround diagnosis in the hospitality industry.

Validation of the hexagram systemic model	117
6.1. Research Methodology	117
6.2. Analysis of Corporate Function Blocks	119
6.2.1. The Financial Analysis Block	119
6.2.2. The Strategic and Leadership Block.....	133
6.2.3. The Business Development Block.....	140
6.2.4. The Process Management Block.....	142
6.2.5. IT Governance Block	144
6.2.6. The Change Management & Resilience Block	146

Chapter 7

Change management for a successful active turnaround	155
7.1. “The Unified Value Proposition”	155
7.2. Change Management Evaluation – A Prerequisite of the Turnaround Process	157
7.3. The Role of Leadership in Change Management.....	158

Chapter 8

Change management applied in the airport industry. Case study.....	163
8.1. Research Methodology	163
8.2. Conclusions	169
Final conclusions.....	171
Glossary of terms and acronyms	175
References	179