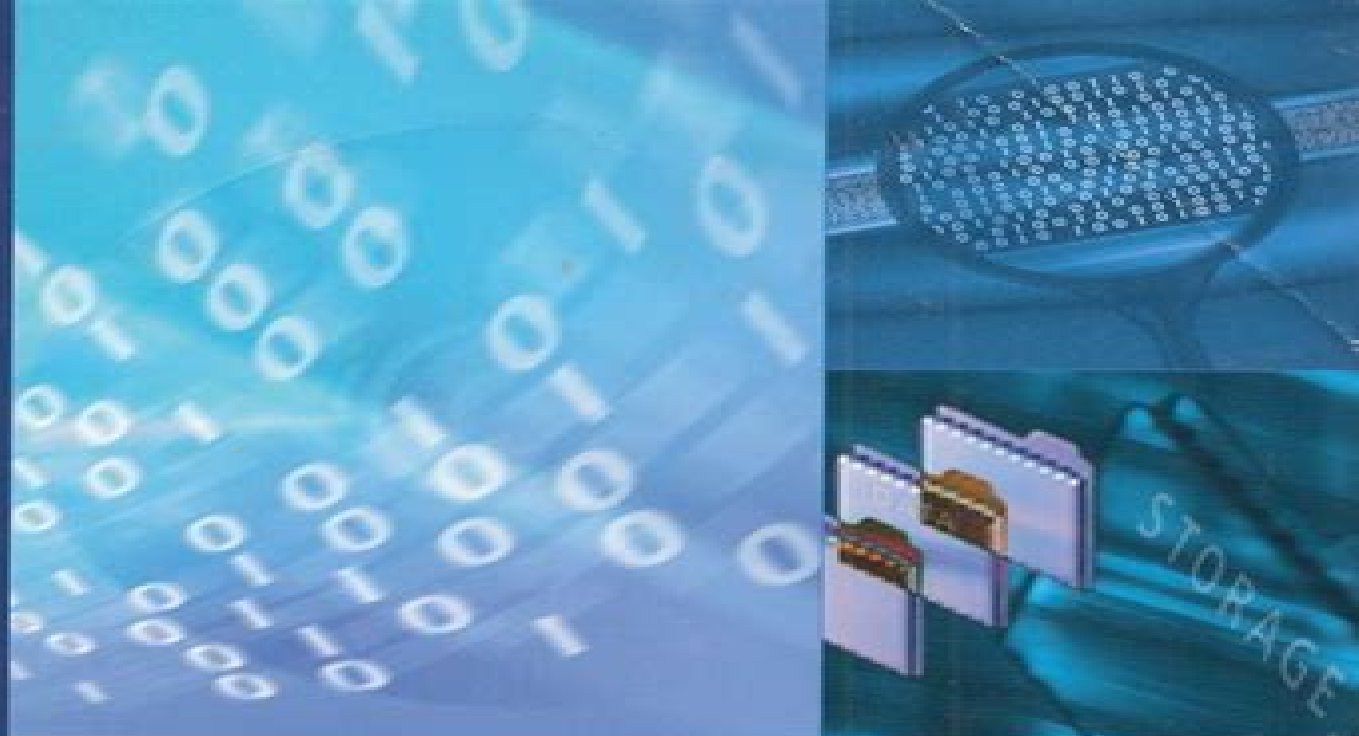


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# The Resilient Enterprise

Recovering information  
services from disasters

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VERITAS Software Corporation

# Resilient Enterprise Recovering From Inf

**Arturo Cuomo**



## **Resilient Enterprise Recovering From Inf:**

The Resilient Enterprise Paul Massiglia,Evan Marcus,2002

**Enterprise Integration and Information Architecture**

Li Da Xu,2014-07-10 Enterprise solutions have emerged as promising tools for integrating and extending business processes across business functions Supplying a clear and comprehensive introduction to the field this book provides a detailed description of enterprise information integration from the development of enterprise systems to extended enterprise information **ISACA Certified in Risk and Information Systems Control (CRISC®) Exam Guide** Shobhit

Mehta,2023-09-08 Prepare to pass the ISACA CRISC exam with confidence gain high value skills and propel yourself toward IT risk management mastery Key Features Gain end to end coverage of all the topics assessed in the ISACA CRISC exam Apply and embed your learning with the help of practice quizzes and self assessment questions Have an in depth guide handy as you progress in your enterprise IT risk management career Purchase of the print or Kindle book includes a free PDF eBook Book DescriptionFor beginners and experienced IT risk professionals alike acing the ISACA CRISC exam is no mean feat and the application of this advanced skillset in your daily work poses a challenge The ISACA Certified in Risk and Information Systems Control CRISC Certification Guide is a comprehensive guide to CRISC certification and beyond that ll help you to approach these daunting challenges with its step by step coverage of all aspects of the exam content and develop a highly sought after skillset in the process This book is divided into six sections with each section equipped with everything you need to get to grips with the domains covered in the exam There ll be no surprises on exam day from GRC to ethical risk management third party security concerns to the ins and outs of control design and IDS IPS to the SDLC no stone is left unturned in this book s systematic design covering all the topics so that you can sit for the exam with confidence What s more there are chapter end self assessment questions for you to test all that you ve learned as well as two book end practice quizzes to really give you a leg up By the end of this CRISC exam study guide you ll not just have what it takes to breeze through the certification process but will also be equipped with an invaluable resource to accompany you on your career path What you will learn Adopt the ISACA mindset and learn to apply it when attempting the CRISC exam Grasp the three lines of defense model and understand risk capacity Explore the threat landscape and figure out vulnerability management Familiarize yourself with the concepts of BIA RPO RTO and more Get to grips with the four stages of risk response Manage third party security risks and secure your systems with ease Use a full arsenal of InfoSec tools to protect your organization Test your knowledge with self assessment questions and practice quizzes Who this book is for If you are a GRC or a risk management professional with experience in the management of IT audits or in the design implementation monitoring and maintenance of IS controls or are gearing up to take the CRISC exam then this CRISC book is for you Security analysts penetration testers SOC analysts PMs and other security or management professionals and executives will also benefit from this book The book assumes prior experience of security concepts **Digital Data Integrity** David B Little,Skip

Farmer, Oussama El-Hilali, 2007-04-04 How to plan your future strategy for efficient cost saving data management Businesses have historically treated data protection as an afterthought as simply making an occasional copy of data that could be used in the future Today this attitude is changing rapidly The ever increasing amount of data along with the emphasis on continuous availability necessitates changes in the approach to data integrity which results in management and protection becoming much more closely aligned Digital Data Integrity throws light on the data integrity landscape of the future It provides the reader with a brief overview of the historical methods and subsequent evolution of data protection The text shows how the whole subject of data integrity is changing and describes and positions many of the new enhanced more intelligent protection technologies and methods Digital Data Integrity Takes a unique forward look at data protection and management highlighting the paradigm shift from simple backup and recovery to total data management Details recent developments in compliance regulations in an accessible manner Covers enhanced protection technologies such as advanced intelligent synthetic backups data reduction methods and data growth online protection using continuous data protection Explains data life cycle management and data storage using management quality of service products and tools to achieve better data management intelligent allocation of storage and compliance with regulations Contains information on quality control looking at SLA Service Level Agreements protection by business unit and billing charge back Unique insight into hot topics such as next generation bare metal recovery and true system provisioning This invaluable text will provide system administrators and database administrators as well as senior IT managers and decision makers with a thorough understanding of data management and protection With contributions from Ray Schafer and Paul Mayer

**The Transfer and Diffusion of Information Technology for Organizational Resilience** Brian Donnellan, Tor Larsen, Linda Levine, Janice DeGross, 2006-08-17

In a turbulent world where companies are trying to realign their resources faster than the competition resilience is defined as the capability to absorb strain and recover from untoward events through continuous reconstruction Resilience implies a capacity to be robust under conditions of stress and change Coutu 2002 It can be achieved by creating and maintaining cognitive emotional relational or structural capabilities sufficiently convertible and malleable to cope with a dynamic environment In the competitive marketplace many countries are making the transition from technology importing efficiency based development to innovation based development Organizations located in so called first world economies are increasingly concerned with making local enterprises more resilient in their current geographical location and firms in third world economies are keen to establish and retain knowledge based economic activities The focus of this conference is on how IT innovation can contribute to making organizations more resilient Commercial organizations are trying to make sense of the competitive environment and quickly generate new strategic options Public organizations are struggling to meet societal needs for innovative information services IT staff have spent much of their energy improving transactional efficiency IT now needs to be seen as a positive force for making business innovation resilient Issues such as IT organizational design social

networking diversity improvisation and rich media are likely to advance our understanding of resilience in this context and account for an organization's need to sustain innovation

### **Cyber Resiliency with Splunk Enterprise and IBM**

**FlashSystem Storage Safeguarded Copy with IBM Copy Services Manager** Hemant Kantak, Shashank

Shingornikar, IBM Redbooks, 2022-12-12 The focus of this document is to highlight early threat detection by using Splunk Enterprise and proactively start a cyber resilience workflow in response to a cyberattack or malicious user action The workflow uses IBM Copy Services Manager CSM as orchestration software to invoke the IBM FlashSystem storage Safeguarded Copy function which creates an immutable copy of the data in an air gapped form on the same IBM FlashSystem Storage for isolation and eventual quick recovery This document explains the steps that are required to enable and forward IBM FlashSystem audit logs and set a Splunk forwarder configuration to forward local event logs to Splunk Enterprise This document also describes how to create various alerts in Splunk Enterprise to determine a threat and configure and invoke an appropriate response to the detected threat in Splunk Enterprise This document explains the lab setup configuration steps that are involved in configuring various components like Splunk Enterprise Splunk Enterprise config files for custom apps IBM CSM and IBM FlashSystem Storage The last steps in the lab setup section demonstrate the automated Safeguarded Copy creation and validation steps This document also describes brief steps for configuring various components and integrating them This document demonstrates a use case for protecting a Microsoft SQL database DB volume that is created on IBM FlashSystem Storage When a threat is detected on the Microsoft SQL DB volume Safeguarded Copy starts on an IBM FlashSystem Storage volume The Safeguarded Copy creates an immutable copy of the data and the same data volume can be recovered or restored by using IBM CSM This publication does not describe the installation procedures for Splunk Enterprise Splunk Forwarder for IBM CSM th Microsoft SQL server or the IBM FlashSystem Storage setup It is assumed that the reader of the book has a basic understanding of system Windows and DB administration storage administration and has access to the required software and documentation that is used in this document

### **Advances in Information Technology**

**Research and Application: 2011 Edition**, 2012-01-09 Advances in Information Technology Research and Application 2011 Edition is a ScholarlyEditions eBook that delivers timely authoritative and comprehensive information about Information Technology The editors have built Advances in Information Technology Research and Application 2011 Edition on the vast information databases of ScholarlyNews You can expect the information about Information Technology in this eBook to be deeper than what you can access anywhere else as well as consistently reliable authoritative informed and relevant The content of Advances in Information Technology Research and Application 2011 Edition has been produced by the world's leading scientists engineers analysts research institutions and companies All of the content is from peer reviewed sources and all of it is written assembled and edited by the editors at ScholarlyEditions and available exclusively from us You now have a source you can cite with authority confidence and credibility More information is available at <http://www>

ScholarlyEditions.com      *Information Systems Architecture and Technology: Proceedings of 39th International Conference on Information Systems Architecture and Technology - ISAT 2018* Leszek Borzemski, Jerzy Świątek, Zofia

Wilimowska, 2018-08-28 This three volume set of books highlights major advances in the development of concepts and techniques in the area of new technologies and architectures of contemporary information systems. Further, it helps readers solve specific research and analytical problems and glean useful knowledge and business value from the data. Each chapter provides an analysis of a specific technical problem followed by a numerical analysis, simulation, and implementation of the solution to the real life problem. Managing an organisation especially in today's rapidly changing circumstances is a very complex process. Increased competition in the marketplace especially as a result of the massive and successful entry of foreign businesses into domestic markets, changes in consumer behaviour and broader access to new technologies and information calls for organisational restructuring and the introduction and modification of management methods using the latest advances in science. This situation has prompted many decision making bodies to introduce computer modelling of organisation management systems. The three books present the peer reviewed proceedings of the 39th International Conference Information Systems Architecture and Technology ISAT held on September 16-18, 2018 in Nysa, Poland. The conference was organised by the Computer Science and Management Systems Departments, Faculty of Computer Science and Management, Wrocław University of Technology and Sciences and University of Applied Sciences in Nysa, Poland. The papers have been grouped into three major parts. Part I discusses topics including but not limited to Artificial Intelligence, Methods, Knowledge Discovery and Data Mining, Big Data, Knowledge Based Management, Internet of Things, Cloud Computing and High Performance Computing, Distributed Computer Systems, Content Delivery Networks and Service Oriented Computing. Part II addresses topics including but not limited to System Modelling for Control, Recognition and Decision Support, Mathematical Modelling in Computer System Design, Service Oriented Systems and Cloud Computing and Complex Process Modelling. Part III focuses on topics including but not limited to Knowledge Based Management, Modelling of Financial and Investment Decisions, Modelling of Managerial Decisions, Production Systems Management and Maintenance, Risk Management, Small Business Management and Theories and Models of Innovation.      **Strengthening the Disaster**

**Resilience of the Academic Biomedical Research Community** National Academies of Sciences, Engineering, and Medicine, Division on Earth and Life Studies, Health and Medicine Division, Institute for Laboratory Animal Research, Board on Earth Sciences and Resources, Board on Health Sciences Policy, Committee on Strengthening the Disaster Resilience of Academic Research Communities, 2017-10-20 The academic biomedical research community is a hub of employment, economic productivity and scientific progress. Academic research institutions are drivers of economic development in their local and state economies and by extension the national economy. Beyond the economic input that the academic biomedical research community both receives and provides, it generates knowledge that in turn affects society in myriad ways. The

United States has experienced and continues to face the threat of disasters and like all entities the academic biomedical research community can be affected Recent disasters from hurricanes to cyber attacks and their consequences have shown that the investments of the federal government and of the many other entities that sponsor academic research are not uniformly secure First and foremost events that damage biomedical laboratories and the institutions that house them can have impacts on the safety and well being of humans and research animals Furthermore disasters can affect career trajectories scientific progress and financial stability at the individual and institutional levels Strengthening the Disaster Resilience of the Academic Biomedical Research Community offers recommendations and guidance to enhance the disaster resilience of the academic biomedical research community with a special focus on the potential actions researchers academic research institutions and research sponsors can take to mitigate the impact of future disasters

**Cyber Resilience** Sergei Petrenko, 2022-09-01 Modern cyber systems acquire more emergent system properties as far as their complexity increases cyber resilience controllability self organization proactive cyber security and adaptability Each of the listed properties is the subject of the cybernetics research and each subsequent feature makes sense only if there is a previous one Cyber resilience is the most important feature of any cyber system especially during the transition to the sixth technological stage and related Industry 4.0 technologies Artificial Intelligence AI Cloud and foggy computing 5G IoT IIoT Big Data and ETL Q computing Blockchain VR AR etc We should even consider the cyber resilience as a primary one because the mentioned systems cannot exist without it Indeed without the sustainable formation made of the interconnected components of the critical information infrastructure it does not make sense to discuss the existence of 4.0 Industry cyber systems In case when the cyber security of these systems is mainly focused on the assessment of the incidents probability and prevention of possible security threats the cyber resilience is mainly aimed at preserving the targeted behavior and cyber systems performance under the conditions of known about 45 % as well as unknown the remaining 55 % cyber attacks This monograph shows that modern Industry 4.0 Cyber systems do not have the required cyber resilience for targeted performance under heterogeneous mass intruder cyber attacks The main reasons include a high cyber system structural and functional complexity a potential danger of existing vulnerabilities and sleep hardware and software tabs as well as an inadequate efficiency of modern models methods and tools to ensure cyber security reliability response and recovery

Security Risk Management - The Driving Force for Operational Resilience Jim Seaman, Michael Gioia, 2023-08-31 The importance of businesses being operationally resilient is becoming increasingly important and a driving force behind whether an organization can ensure that its valuable business operations can bounce back from or manage to evade impactful occurrences is its security risk management capabilities In this book we change the perspective on an organization's operational resilience capabilities so that it shifts from being a reactive tick box approach to being proactive The perspectives of every chapter in this book focus on risk profiles and how your business can reduce these profiles using effective mitigation measures The book is divided into two sections 1 Security Risk Management

SRM All the components of security risk management contribute to your organization's operational resilience capabilities to help reduce your risks. Reduce the probability/likelihood. 2. Survive to Operate. If your SRM capabilities fail, your organization needs these components to allow you to quickly bounce back. Reduce the severity of impact. Rather than looking at this from an operational resilience/compliance capabilities aspect, we have written these to be agnostic of any specific operational resilience framework, e.g., CERT RMM, ISO 22316, SP 800-160 Vol 2 Rev 1, etc., with the idea of looking at operational resilience through a risk management lens instead. This book is not intended to replace these numerous operational resilience standards/frameworks but rather has been designed to complement them by getting you to appreciate their value in helping to identify and mitigate your operational resilience risks. Unlike the cybersecurity or information security domains, operational resilience looks at risks from a business-oriented view so that anything that might disrupt your essential business operations are risk-assessed and appropriate countermeasures identified and applied. Consequently, this book is not limited to cyberattacks or the loss of sensitive data but instead looks at things from a holistic business-based perspective.

**Enhancing Business Continuity and IT Capability** Nijaz Bajgorić, Lejla Turulja, Semir Ibrahimović, Amra Alagić, 2020-12-01. Enterprise servers play a mission-critical role in modern computing environments, especially from a business continuity perspective. Several models of IT capability have been introduced over the last two decades. *Enhancing Business Continuity and IT Capability: System Administration and Server Operating Platforms* proposes a new model of IT capability. It presents a framework that establishes the relationship between downtime on one side and business continuity and IT capability on the other side, as well as how system administration and modern server operating platforms can help in improving business continuity and IT capability. This book begins by defining business continuity and IT capability and their importance in modern business, as well as by giving an overview of business continuity, disaster recovery planning, contingency planning, and business continuity maturity models. It then explores modern server environments and the role of system administration in ensuring higher levels of system availability, system scalability, and business continuity. Techniques for enhancing availability and business continuity also include business impact analysis, assessing the downtime impact, designing an optimal business continuity solution, IT auditing as a process of gathering data and evidence to evaluate whether the company's information systems infrastructure is efficient and effective, and whether it meets business goals. The book concludes with frameworks and guidelines on how to measure and assess IT capability and how IT capability affects a firm's performance. Cases and white papers describe real-world scenarios illustrating the concepts and techniques presented in the book.

*Service Oriented Enterprises* Setrag Khoshafian, 2016-04-19. Extending beyond the technical architecture to the very philosophy of how a business should operate, the Service Orientation approach establishes fluidity across boundaries to provide agility, transparency, and fundamental competitive advantage. *Service Oriented Enterprises* brings the concept of service orientation from the IT department to the boardroom, applying the precepts of service-oriented technology to the

underlying dynamics of how a business operates Implementing a technological concept as a cultural paradigm the SOE succeeds by combining the best features from virtual extended real time and resilient enterprises to serve not just its customers but also its trading partners shareholders and employees Building primarily on the success of the Internet and the automation of business policies and processes the Service Oriented Enterprise SOE is defined by three essential layers the enterprise performance layer the business process management layer and the underlying service oriented architecture This book focuses primarily on layers two and three and how the fundamental dynamics of a business can be altered when these concepts are applied to both architecture and culture Beginning with an overview of the emerging SOE culture the text contrasts the new service oriented methodologies with traditional waterfall and iterative methodologies Emphasizing Web Service strategies for description discovery and deployment techniques the author goes deeper into service oriented concepts describing the business process management suite as the central core of the SOE and introducing the Enterprise Service Bus as the backbone for integration The text describe how modeling executing and continuously improving the business process and business policies lends to the development of a common language between business and IT The book concludes by expanding on these concepts and delving into the societal and behavioral aspects of the Service Oriented Enterprise The reality of business is no longer one where change is an unusual phenomenon today change is the norm and the capacity for consumer sensitive fluid transition is vital to business survival Service Oriented Enterprises provides the key concepts to facilitate that change

Managing Resilience, Sustainability, and Networks of Tourism Enterprises in the New Global Economic Order Anna Ujwary-Gil,Diana Dryglas,Anna Lis,2024-01-01 The role of resilience in explaining hotel growth A fuzzy set QCA approach PURPOSE Due to the detrimental effects of the recent pandemic on the hotel sector hotel resilience research and its impact on hotel recovery have received lots of academic attention However a sustainable perspective on hotel resilience as an approach for investigating its impact on long term hotel growth has been largely overlooked in the hospitality resilience literature Therefore this paper aims to address the research gap by identifying the configuration of factors that constitute sustainable hotel resilience leading to the growth of selected hotels operating in Poland METHODOLOGY Data for analysis were obtained from surveys conducted with 120 managers of one and two star hotels A fuzzy set qualitative comparative analysis fsQCA was chosen to achieve the goal which belongs to the group of configurational analysis methods FINDINGS Due to the asymmetric nature of the method the analysis reveals configurations of factors leading to high hotel growth and those leading to low growth In both cases two such factor configurations were obtained For high levels of hotel growth it was found that maintaining a high level of three factors simultaneously namely employee resilience CSR activities and leadership resilience or CSR activities team resilience and leadership resilience provided sufficient conditions For low levels of growth fsQCA indicated sufficient conditions in the form of a low level of CSR activities and leadership resilience or a low level of employee resilience and team resilience These findings emphasize the

role of combining different factors to improve hotel growth

**IMPLICATIONS** The research contributes to the literature on resilience in the hospitality industry by developing a new theoretical perspective on the complex nature of combinations of factors that contribute to sustainable hotel resilience leading to both high and low growth The research results also provide significant implications for entrepreneurs and managers indicating the role of different combinations of factors in determining hotel growth

**ORIGINALITY AND VALUE** The knowledge regarding sustainable hotel resilience is still insufficient The study identified the best combinations of factors both internal and external that constitute sustainable hotel resilience which may be vital for hotel growth

**Keywords** hotel resilience CSR activities employee resilience leadership resilience team resilience financial resilience hotel growth Poland fsQCA Exploring resilience of the hotel industry using the example of Polish regions The case of COVID 19 pandemic

**PURPOSE** This study explores the relationship between the resilience of the hotel industry an underdeveloped concept and the factors that support the development of this industry It examines whether the resilience of the hotel industry varies regionally and whether it is influenced either by the characteristics of the hotel industry or by regional economic conditions The study focuses on the COVID 19 pandemic which particularly hit the hotel industry

**METHODOLOGY** The clustering method is used to identify regions in Poland with similar pre pandemic hotel industry development are identified Secondly Potthoff s analysis and Kruskal Wallis tests with Dunn s tests are used respectively to identify variations in the resilience responses of the industry in different regions and to examine the antecedents of these variations

**FINDINGS** The data collected indicate variations between clusters in terms of resilience response Not all factors that support the development of the hotel industry in a particular region are equally conducive to its resilience Our study shows that the pandemic was not an isolated or unique event but rather a catalyst that brought long standing issues for the hotel and tourism sector

**IMPLICATIONS FOR THEORY AND PRACTICE** This study contributes to the development of resilience theory by providing evidence based arguments for separating the domains of resilience and development and for a more granular exploration of the trade offs between them From the perspective of the hotel industry insights into narrowly channeled agglomeration externalities during a crisis could inform strategic decisions regarding the location of hotel investments the value proposition created and business model diversification Therefore there is a need for more resilient crisis management strategies that can be applied across the tourism sector These strategies should encompass effective supply chain management and a robust framework for labor security

**ORIGINALITY AND VALUE** The findings suggest that hotel industry development factors which include both industry characteristics and regionally shaped economic conditions provide mixed support for the resilience of this industry The study revealed clear tensions between development and resilience impacts by highlighting existing trade offs Focusing attention on trade off tensions advances both the conceptual validity and application potential Although the present study was defined for the specific circumstances of the hotel industry this approach can be replicated in different industries that are components of the supply

chain of the tourism market and its value chain Keywords hotel industry resilience multidimensionality pandemic regional conditions COVID 19 Assessing sustainable practices and managerial approaches in the hotel industry A comparative case study PURPOSE The study is comparative comparing sustainable practices and approaches in two hotels to better understand different management approaches The study s design provides valuable insights into the topic of sustainability practices in the hotel industry and the results are analyzed and discussed in the context of existing academic knowledge on the issue METHODOLOGY The goal of the selection process was to find information rich cases After conducting initial online research two four star hotels in the same regional capital city in the Czech Republic were intentionally chosen These hotels are direct competitors and have very similar target customers To collect data the authors conducted two separate semi structured in depth interviews with the CEOs of both hotels as well as observations in both establishments and additional interviews with staff The interview protocol which is innovative and newly assembled was added to ensure the case study s reliability and enable future comparisons A comprehensive criterion table methodically presents the research outcomes FINDINGS Besides the list of sustainability practices applied in the hotels under study the authors described two distinct management approaches The first approach takes a broad perspective considering all aspects of sustainability and incorporating it as a fundamental part of the company s vision In contrast the second approach focuses narrowly on cost savings and profit generation The form of business is the critical factor responsible for the difference in managerial approach Interestingly the study suggested that hotels belonging to large chains and stock companies may be more compelled to adopt sustainability practices and may have more established sustainability programs than independent hotels IMPLICATIONS In light of previous literature the findings of this case study provide valuable theoretical contributions to managerial approaches to sustainability programmes sustainability reporting transparency and more Additionally the newly assembled interview protocol is an innovative and important foundation for future research The study also uncovers significant new barriers to the adoption of sustainability practices From a managerial perspective this study offers a comprehensive overview of hotels sustainability practices and serves as a practical list of potential sustainable practices for hotels to consider Finally the conclusion provides suggestions for future research that can further advance sustainable practices in the hotel industry ORIGINALITY AND VALUE The study s significance stems from a thorough analysis of prior literature and conducting additional research in a new setting providing a unique perspective on the topic of hotel sustainability within a specific area The case study approach allowed for an in depth examination of the selected cases with attention to detail The methodology and public interview protocol offer the potential for comparable studies in other regions to be conducted and compared in the future Keywords sustainability sustainable development practices hotel industry hospitality industry tourism management Linking employee voice to service recovery performance in the hotel sector The mediating role of tacit knowledge sharing and employee innovation PURPOSE In reality service failures are inevitable However poor service recovery can decrease

customer trust and exacerbate customer dissatisfaction Previous studies have focused on service failure types reasons for failure and successful recovery actions from the customers perspective Accordingly this study aims to present a different view by investigating the factors that could improve hotel recovery performance from the employees perspective Therefore a model was developed to study the influence of employees voice tacit knowledge sharing and employee innovation on service recovery performance

**METHODOLOGY** This quantitative study used an online survey to gather data from employees in the hotel industry in Jordan A total of 214 valid responses were obtained Participants were targeted randomly mainly through Facebook groups for hotel employees PLS SEM Partial Least Squares Structural Equation Modeling was employed in this research to analyze the data using Smart PLS 3 software

**FINDINGS** The results indicated that employee voice is positively associated with tacit knowledge sharing Furthermore it was found that tacit knowledge sharing is positively related to employee innovation The findings demonstrated that tacit knowledge plays a partial mediating role in the association between employee voice and employee innovation Additionally it was discovered that employee innovation has a positive association with service recovery performance Finally the results indicate that employee innovation partially mediates the relationship between tacit knowledge and service recovery performance

**IMPLICATIONS** Hoteliers are suggested to create a supportive work climate where employees can express their thoughts ideas and concerns without fear of retribution Furthermore hotel managers are advised to establish clear expectations for employees regarding the significance of their opinions and insights and recognize and reward innovative ideas that can hopefully enhance hotels performance

**ORIGINALITY AND VALUE** This research provides new insights and contributes to the understanding of the role of employee voice tacit knowledge sharing and employee innovation in enhancing service recovery performance particularly in a context that has received little attention from researchers which is the hotel sector and in a developing country Jordan Compared to past studies this study offers a model that demonstrates how to leverage service recovery efforts in hotels by illustrating structured relationships between employee voice and service recovery performance through the mediation of tacit knowledge sharing and employee innovation

**Keywords** employee voice service recovery performance employee innovation tacit knowledge sharing hotels Jordan hotel sector quantitative research Structural Equation Modeling Turning crisis into chances Tourism entrepreneurs timing strategies amidst emergencies

**PURPOSE** Nowadays enterprises operate in a very turbulent environment characterized by frequent significant and often unpredictable changes Such conditions including crises force enterprises to take quick actions to adapt to changing conditions The aim of the paper is to identify chances and timing strategies used by tourism entrepreneurs in conditions of large scale emergencies such as COVID 19 and show how they can serve organizational resilience

**METHODOLOGY** Qualitative research was conducted in the form of 12 individual in depth interviews and 4 focus group interviews with 22 representatives of selected industries in the tourism sector The concept of chance management and timing strategies is used to present how according to our interviewees changes in the environment caused by the pandemic

contributed to the survival and development of their entities in the tourism market

**FINDINGS** The research findings showed that changes caused by the pandemic allowed entities to identify several chances. These chances mainly concerned the introduction of changes to the offer, accelerating previously planned changes and enabling the introduction of unplanned changes. Moreover, they provided the chances to use held digital competences and time to think about the company's development strategy as well as establishing and developing relationships with stakeholders. Additionally, our research identified four timing strategies used by tourism entrepreneurs in the time of crisis: i.e. chance grasping strategy, chance entraining strategy, chance riding strategy, and chance creating strategy.

**IMPLICATIONS** Tourism enterprises are highly exposed to operating in crisis conditions. Therefore, chance management can be very useful in their activity, and our research findings can be also useful regarding its theoretical and practical implications. From the theoretical point of view, we show how the concept of chance management in particular timing strategies can be useful for analyzing the reactions of tourism entrepreneurs to changes in times of crisis and taking advantage of opportunities arising from crisis situations. From a practical point of view, we show what strategies depending on entrepreneurs' subjective assessment of the current and future conditions for implementing changes can serve organizational resilience in times of crisis.

**ORIGINALITY AND VALUE** This paper fills a research gap related to the use of the concepts of chance management and timing strategies from the perspective of tourist enterprises' resilience, previously not used in this context and to a limited extent used in the general management literature so far.

**Keywords:** chance management, tourism, timing strategies, opportunities, large scale emergency, COVID-19 pandemic.

The potential of accessible tourism for sustainable development of local communities in northern Pakistan

**PURPOSE** Accessible tourism holds significant importance for local communities as it is a cornerstone for fostering inclusivity and equal participation in the tourism industry. Recognizing the growing global emphasis on inclusivity, especially for individuals with diverse needs, this research aims to explore the multifaceted impacts of accessible tourism on the sustainable development of local communities in the northern areas of Pakistan. Additionally, the study assesses the moderating role of destination image between accessible tourism dimensions and the sustainable development of local communities. Given that destinations heavily rely on tourism to fulfill their socio-economic needs, it becomes imperative to evaluate the potential transformative impact of accessible tourism on their sustainable development.

**METHODOLOGY** A self-administered survey was completed using a two-stage sampling approach with 321 tourists and 321 local residents from five tourist destinations in northern Pakistan. Subsequently, the collected data were analyzed using Structural Equation Modeling (SEM) to test the proposed hypotheses.

**FINDINGS** The results show the significance of all four dimensions of accessible tourism: accessible core resources and attractors, accessible supporting factors and resources, accessible qualifying and amplifying determinants, and destination planning and management in the sustainable development of local communities. The moderation assessment further confirms that destination image strengthens the relationship between accessible core

resources and attractors contributing to the sustainable development of local communities However destination image was found to have a negative moderating effect between accessible qualifying and amplifying determinants and the sustainable development of local communities IMPLICATIONS Empirical findings offer fresh insights for destination planners and policymakers in the tourism industry These insights pertain to the effective utilization of accessible tourism practices which can significantly contribute to the sustainable development of destinations Additionally tourism businesses can leverage the research to attract a broader segment of tourists increase profitability and enhance tourist satisfaction by implementing accessible practices and services Understanding the moderating role of destination image can further guide them in crafting responsible tourism narratives that resonate with diverse travelers ORIGINALITY AND VALUE The study marks an initial attempt to explain how destinations particularly those heavily reliant on tourism can strategically leverage accessible tourism as a crucial factor in fostering sustainable community development Keywords accessible tourism sustainable development local communities northern Pakistan inclusivity in tourism destination image structural equation modeling tourism policy community development tourist satisfaction

International Encyclopedia of Business Management ,2025-09-01 The Encyclopedia of Business Management Four Volume Set is a comprehensive resource that covers over 200 topics across various areas of business management Each entry is written in an accessible manner making complex concepts easy to understand The encyclopedia addresses interdisciplinary subjects such as cultural entrepreneurship tourism innovation and marketing promotions By emphasizing definitions and practical applications the entries help readers grasp the relevance of each topic Expert editors lead each section ensuring that the contributions are authoritative and well rounded The encyclopedia is divided into seven broad themes including business entrepreneurship human resource management innovation management international business organizational behavior project management supply chain management and sport and tourism management Each section s articles begin with a technical analysis of key definitional issues followed by an exploration of the topic s broader context This structured approach provides a holistic examination of the subjects allowing readers to gain a comprehensive understanding of vital business management concepts Provides a comprehensive overview of the main business management topics Focuses specifically on business management from a range of perspectives Includes new and emerging business management topics Presents an interdisciplinary focus in terms of business management practices Features templates across all chapters for ease of navigation and use

Digital Transformation, Cyber Security and Resilience of Modern Societies Todor Tagarev,Krassimir T. Atanasov,Vyacheslav Kharchenko,Janusz Kacprzyk,2021-03-23 This book presents the implementation of novel concepts and solutions which allows to enhance the cyber security of administrative and industrial systems and the resilience of economies and societies to cyber and hybrid threats This goal can be achieved by rigorous information sharing enhanced situational awareness advanced protection of industrial processes and critical infrastructures and proper account of the human factor as well as by adequate methods and

tools for analysis of big data including data from social networks to find best ways to counter hybrid influence The implementation of these methods and tools is examined here as part of the process of digital transformation through incorporation of advanced information technologies knowledge management training and testing environments and organizational networking The book is of benefit to practitioners and researchers in the field of cyber security and protection against hybrid threats as well as to policymakers and senior managers with responsibilities in information and knowledge management security policies and human resource management and training **CSO**, 2007-02 The business to business trade publication for information and physical Security professionals *Proceedings of the Fifteenth International Conference on Management Science and Engineering Management* Jiuping Xu, Fausto Pedro García Márquez, Mohamed Hag Ali Hassan, Gheorghe Duca, Asaf Hajiyev, Fulya Altiparmak, 2021-07-30 This book gathers the proceedings of the fifteenth International Conference on Management Science and Engineering Management ICMSEM 2021 held on August 1 4 2021 at the University of Castilla La Mancha UCLM Toledo Spain The proceedings contains theoretical and practical research of decision support systems complex systems empirical studies sustainable development project management and operation optimization showing advanced management concepts and demonstrates substantial interdisciplinary developments in MSEM methods and practical applications It allows researchers and practitioners in management science and engineering management MSEM to share their latest insights and contribution Meanwhile it appeals to readers interested in these areas especially those looking for new ideas and research directions **Edwards Disaster Recovery Directory** Edwards Information, LLC, 2007 **Green Recovery with Resilience and High Quality Development** CCICED, 2023-03-18 This open access book is based on the research outputs of China Council for International Cooperation on Environment and Development CCICED in 2021 It covers major topics of Chinese and international attention regarding green development such as climate biodiversity ocean BRI urbanization sustainable production and consumption technology finance value chain and related topics It also reviews the progress of China s environmental and development policies and the impacts from CCICED This is a highly informative and carefully presented book providing insight for policy makers in environmental issues

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