Hellenic Society for Systemic Studies (HSSS)
19th National & International Conference
Systemic Digital Transformation in Contemporary Business Ecosystems

ΠΑΝΕΠΙΣΤΗΜΙΟ ΠΕΙΡΑΙΩΣ
UNIVERSITY OF PIRAEUS



Resilience Thinking in Contemporary Business Ecosystems

Lt Col Anthimos Tsirigotis, PhD
Hellenic Ministry of National Defence
R & D Programme Management

Sources of Disruption…

H&M reports decline in September sales due to climate shift

by Apparel Resources News-Desk | 27-September-2023 | 2 mins read



H &M, the Swedish fast fashion giant, reported falling sales in September as a result of unusually hot weather across many European markets and declined demand for autumn ranges.

Sources of Disruption





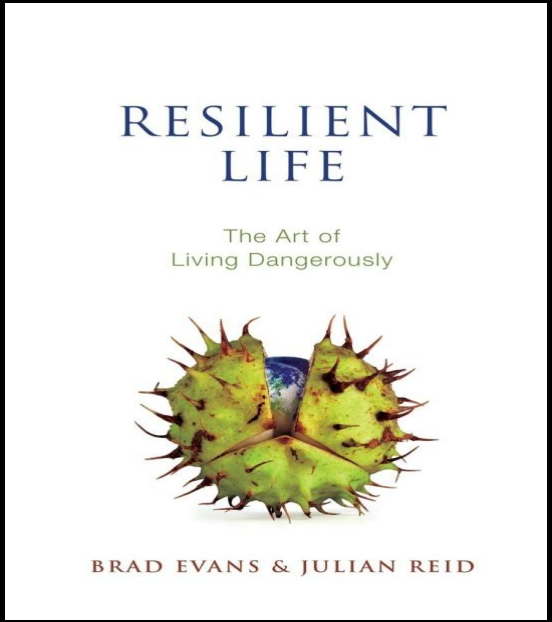








A dangerous world for life to be lived in….



A dangerous world for life to be lived in….

World has always been deplete of threats and the business world has always been dealing with them in order to survive.

What makes our times different?

Business Ecosystem…

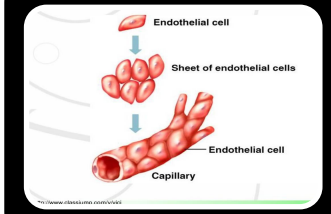


Business Ecosystem as a Complex Adaptive System…



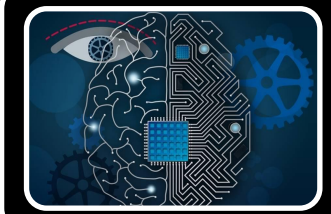
ADAPTIVE

- Flexibility and iterative
- Learning culture – Feedback processes
- Self-organizing



EMERGENT

- Expecting complex emergent behaviour
- Shared narrative emerges out of conflicting views



OPEN – DYNAMIC - RELATIONAL

- Systems boundaries are porous
- Systems exhibit non-linear change
- Systems consist of networks of diverse components – Relations matter

NATO’s Ecosystem…



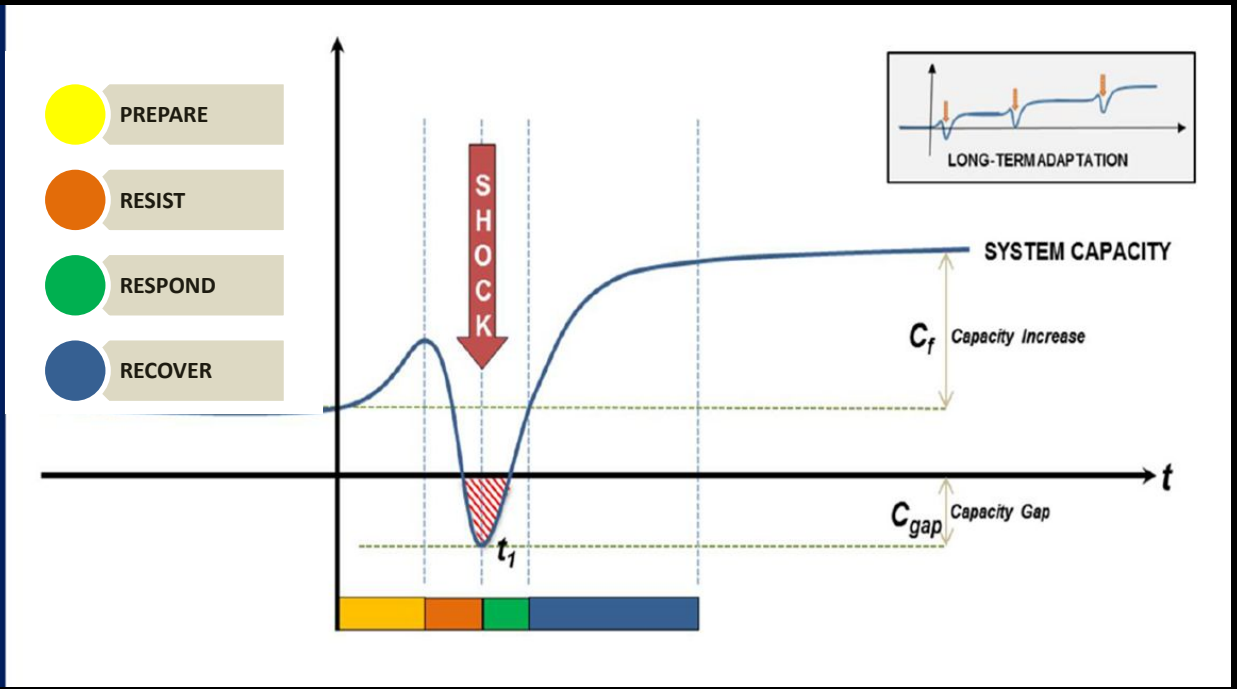
NATO's Ecosystem…



Resilience in NATO's Strategic Concept…

NATO 2022 Strategic Concept on Resilience:

*"our capacity to **prepare** for, **resist**, **respond** to and quickly **recover** from strategic shocks and disruptions and ensure the continuity of the Alliance's activities."*



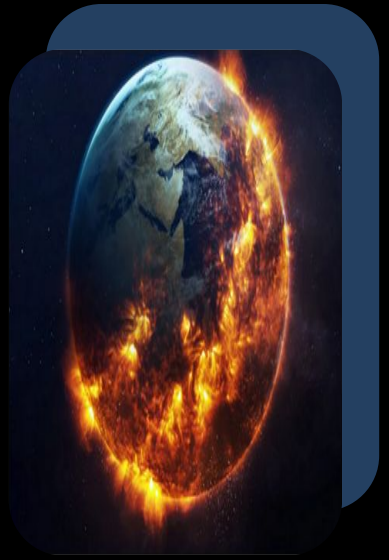
Common Disruptions…



Cyber Attacks Against Critical Infrastructure

Common Disruptions…





Cyber Attacks Against Critical Infrastructure	Extreme Weather Conditions

Common Disruptions…



Cyber Attacks Against Critical Infrastructure



Extreme Weather Conditions



Strategic Communication Campaigns

Common Disruptions…



Cyber Attacks Against Critical Infrastructure



Extreme Weather Conditions



Strategic Communication Campaigns



Energy Supply Shortages

NATO’s Layered Resilience Perspective…



NATO's Layered Resilience Perspective…



CRITICAL SERVICES

WHOLE OF SOCIETY

SOCIETAL RESILIENCE

NATO's Layered Resilience Perspective…

- Continuity of Government
- Energy Supply
- Food and Water Resources
- Effective Management of Uncontrolled Movement of People
- Effective Management of Mass Casualties
- Civil Communication Systems
- Civil Transportation Systems



7 Baseline Requirements

ΠΑΝΕΠΙΣΤΗΜΙΟ ΠΕΙΡΑΙΩΣ
UNIVERSITY OF PIRAEUS

Resilience Thinking in Contemporary Business Ecosystems



Hellenic Ministry of National Defence: Research & Development Projects Management

ΠΑΝΕΠΙΣΤΗΜΙΟ ΠΕΙΡΑΙΩΣ
UNIVERSITY OF PIRAEUS

ΕΥΔΕ
ΕΡΕΥΝΑΣ &
ΚΑΙΝΟΤΟΜΙΑΣ

European & Development Project Management Directorate



EUROPEAN UNION
EUROPEAN DEFENCE FUND



THE NATO science for Peace and Security Programme
NATO OTAN

Hellenic Ministry of National Defence: Research & Development Projects Management



General Directorate of Financial Planning and Support
European & Development Project Management Directorate

227-231 Mesogeion Avenue
GR 155 61 Cholargos
http://www.dideap.mil.gr

Tel.: +30 2106598184
Mob.: +30 6983505187
email: atsirigotis@mod.mil.gr



Thank you for staying resilient for the last 20 min!

Lt Col Anthimos Tsirigotis, PhD
Hellenic Ministry of National Defence
R & D Programme Management