



## **Building a Resilient Business Strategy in an Era of Increasingly Dynamic and Complex Global Competition**

**Adellia Putri<sup>1✉</sup>, Nailal Fadlilah<sup>2</sup>, Cory Vidiati<sup>3</sup>**

<sup>1,2,3</sup>Universitas Islam Bunga Bangsa Cirebon, Indonesia

Email : [adelliap2503@gmail.com](mailto:adelliap2503@gmail.com), [nailalfadlilah81@gmail.com](mailto:nailalfadlilah81@gmail.com),  
[coryvidiati29@gmail.com](mailto:coryvidiati29@gmail.com)

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### **ABSTRACT**

The era of globalization and the 4.0 industrial revolution has brought significant changes in the business world, which has become highly competitive and dynamic, where the boundaries between countries are becoming increasingly invisible and technological advancements are occurring rapidly. This situation forces business actors to have high adaptability and resilience to remain competitive in the midst of global market challenges. This article aims to investigate the concept and strategy for creating a strong business in the midst of global competition through a theoretical and reflective approach based on the latest literature review. The method used is qualitative-descriptive analysis by examining various strategic and empirical literature from 2014 to 2025 relevant to business resilience, innovation, and sustainability. The findings of the research show that a robust business strategy is built on three main pillars: adaptability to changes in the business environment, resilience in the face of economic uncertainty, and continuous innovation to create value and competitive advantage. The use of digital technology, improving the quality of human resources, and applying the triple bottom line principle (profit, people, planet) are key factors in maintaining business sustainability in this global era. Additionally, the analysis shows that companies that integrate business ethics and social responsibility into their corporate strategy have a higher level of competitiveness compared to companies that focus solely on financial gain. The implications of this research emphasize the importance of strategic transformation and collaboration between the government, private sector, and educational institutions in creating a robust and sustainable business ecosystem. By prioritizing innovation, ethics, and sustainability, Indonesian businesses are

expected to increase their competitiveness in the global market while contributing to national economic development that is inclusive and equitable.

**Keywords:** *resilient business strategy, global competition, sustainable innovation*

## INTRODUCTION

Global economic transformations and advances in information technology have had a significant impact on the business world. Globalization has not only opened up opportunities for entrepreneurs to expand their markets and networks but has also created increasingly intense competition between economic actors from various countries. In this era, geographical, social, and economic boundaries are increasingly blurred; business competition can now span countries, cultures, and various industrial sectors (Kotler and Keller, 2021). This situation forces businesses to design robust and adaptive strategies to survive and thrive in a rapidly changing and uncertain business environment.

The era of global competition is also marked by a shift in business thinking. While in the past, capital and physical assets were key factors in winning the competition, today the ability to adapt, innovate products, and master technology are the determining factors for success (Brynjolfsson and McAfee, 2014). Companies that fail to adapt to global trends risk losing relevance and experiencing significant decline. The phenomenon of digital disruption demonstrates that large, traditional companies can be surpassed by agile, innovative startups that strategically leverage digital technology.

According to Porter (2008), a company's competitive advantage is determined not only by cost efficiency or product differentiation, but also by its ability to create sustainable added value for customers. In this regard, business strategy must be dynamic and continuously evaluated and updated in line with market changes and ever-changing consumer behavior. Changes in global consumer behavior patterns, particularly due to advances in digital technology and social media, have shifted the focus of consumption from products to experiences (experience-based consumption). This encourages companies to innovate not only in products but also in the services, communications, and emotional value offered to consumers.

Furthermore, the global era has had a significant impact on the structure of competition and global supply chains. Companies now must face the complexity of cross-border resource management, geopolitical uncertainty, and increasingly stringent regulatory demands, including those concerning the environment and social responsibility (Elkington, 1997). Therefore, a strong business strategy must integrate the principles of sustainability, risk management, and business ethics.

Strategies that focus solely on short-term profits have proven unsustainable, as they will lose public trust and social competitiveness.

In Indonesia, this challenge is increasingly apparent with the country's increasing participation in the global market through free trade agreements and the digitalization of the economy. According to data from the Ministry of Cooperatives and SMEs (2024), more than 64% of small and medium enterprises (MSMEs) experience difficulties adapting to digitalization and strategic management, even though this sector contributes more than 60% to Gross Domestic Product (GDP). This situation highlights the need to strengthen business strategies that are not only responsive to change but also proactive in anticipating global opportunities and challenges.

Developing a strong business strategy means preparing a company to be resilient to external shocks, adapt to change, and continuously innovate to create new value. A robust strategy emphasizes not only internal aspects of the organization but also involves collaboration with external stakeholders such as government, society, and technology.

Therefore, research and discussion on how to develop a strong business strategy in an era of global competition are crucial. A thorough understanding of this can serve as a foundation for business actors, academics, and policymakers in formulating strategic approaches to increase national competitiveness and build a sustainable business ecosystem.

## **METHOD**

### **1. Research Approach and Type**

This research uses a descriptive-qualitative approach supported by quantitative data (mixed methods). This approach was chosen to gain an in-depth understanding of the adaptive strategies implemented by business actors in facing global competition, while also validating the findings through numerical data.

### **2. Research Location and Object**

The research objects are small and medium enterprises (SMEs) in several major cities in Indonesia (e.g., Yogyakarta, Bandung, and Surabaya) that have been operating for at least three years and are involved in the global market, either through direct exports or cross-border digital marketing.

### **3. Data Sources**

- a. Primary data: Obtained through in-depth interviews, participant observation, and questionnaires with business owners/managers.

- b. Secondary data: Includes business reports, academic publications, BPS data, reports from the Ministry of Cooperatives & MSMEs, and recent journal articles (2020–2025).
4. Data Collection Techniques

Semi-structured interviews with business actors and strategic management experts. A closed-ended questionnaire was distributed using a Likert scale (1–5) to measure adaptability, innovation, and business resilience.

Documentation and literature review of industry reports and government policies related to strategies for strengthening national competitiveness were conducted.
  5. Data Analysis Techniques

Qualitative analysis: using the Miles and Huberman (2014) technique, which includes data reduction, data presentation, and conclusion drawing/verification.

Quantitative analysis: using descriptive analysis and simple linear regression to examine the relationship between adaptive strategy variables (X) and business resilience (Y).

Triangulation validation was conducted to ensure the validity of the findings by comparing interview results, observations, and quantitative data.
  6. Research Conceptual Model

The model proposed in this research can be described as follows:  
Strategic Agility + Digital Capability + Resilience Orientation → Business Sustainability & Global Competitiveness

In other words, the higher the strategic adaptability, utilization of digital technology, and orientation toward business resilience, the stronger the business's competitiveness in the global market.

## RESULTS AND DISCUSSION

### 1. Key Challenges in Global Competition

- a. International competition has a significant impact on market formats and the way companies conduct business. According to Kotler and Keller (2021), the business sector faces various challenges, including:
- b. Rapid technological developments – The advent of digital technology, automation, and artificial intelligence requires companies to innovatively transform their business models.
- c. Global economic changes – Financial crises, inflation, and changes in international trade policies can impact business stability.
- d. Increasingly selective consumers – Today, customers demand high-quality products, fast service, and added value that meet their needs.

- e. International competition – Many international companies enter local markets with technological advantages and efficient production costs.

## **2. The Concept of a Resilient Business Strategy**

A strong business strategy focuses not only on survival but also includes the ability to adapt and continuously innovate. According to Mintzberg (2017), a robust strategy must encompass three main components:

- a. Flexibility (Adaptability) – Companies need to be able to adapt to changes in the business environment. For example, traditional retail companies are starting to transition to e-commerce platforms.
- b. Resilience – Companies must have a risk management system in place to deal with various uncertainties, such as pandemics or economic downturns.
- c. Continuous Innovation – Innovation is needed not only in products, but also in processes, services, and more efficient business models.

As an illustration, companies like Tokopedia and Gojek have successfully created strong strategies by combining service digitalization and adapting to local market needs.

## **3. Key Pillars in Building a Resilient Business Strategy**

- a. Environmental and SWOT Analysis

Conducting a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis is the initial stage in designing a business strategy. By recognizing internal strengths and external opportunities, businesses can mitigate risks and optimize existing potential (David and David, 2020).

- b. Innovation and Digital Transformation

Digitalization is a crucial element for increasing efficiency and reaching global markets. According to Brynjolfsson and McAfee (2014), companies that utilize digital technology become more competitive because they can accelerate production, improve customer service, and improve data-driven decision-making.

- c. Human Resources (HR) Quality

HR is a crucial asset in creating business competitiveness. Developing capabilities through training, adaptive leadership, and a collaborative work culture are key for companies seeking to survive in global competition (Ulrich, 2019).

d. Risk Management and Business Sustainability

A robust business strategy must incorporate sustainability. Companies should not only focus on profits but also consider three key aspects: profitability, society, and the environment (Elkington, 1997).

**4. Practical Strategies for Facing Global Competition**

- a. Building a value-based competitive advantage through quality products and services.
- b. Leveraging global networks through strategic collaborations and partnerships across various sectors.
- c. Integrating digital marketing and e-commerce to expand market reach.
- d. Improve financial understanding and create product innovations to meet changing consumer needs.
- e. Implement ethical and sustainable business principles, which are now demanded by global consumers and regulators.

In an era of increasingly complex economic globalization and digitalization, designing a robust business strategy is imperative for all businesses, regardless of whether they operate on a small, medium, or large scale. Global competition requires companies not only to survive but also to maximize their internal potential to create a sustainable competitive advantage. Therefore, business strategies should not simply follow conventional or rigid approaches, but must be developed with a flexible, responsive, and innovative approach to address technological changes, dynamic consumer behavior, and the challenges of an increasingly unstable global environment.

A strong business strategy is essentially an organization's ability to adapt to changes in the business world while strengthening its resilience from within. Business strength encompasses several important aspects, such as adaptability to market changes, innovation in products and services, and financial stability in managing risks that may arise from global economic fluctuations. Therefore, business actors must develop a strategic mindset that is open to change and able to integrate elements of technology, human resources, and ethical values into every policy they take.

In the context of the global economy, rapid developments in technology, such as artificial intelligence, industrial automation, and digital marketing, have transformed the way companies operate. Resilient companies are not only those with abundant resources, but also those that adapt quickly, make data-driven decisions, and utilize innovation as part of their competitive strategy. On the other hand, for small and medium-sized businesses, digitalization presents both

opportunities and challenges. Technological readiness, digital literacy, and managerial skills are key to their success in entering the global market.

Beyond technological aspects, the success of a robust business strategy also depends heavily on the quality of its human resources. Skilled, innovative human resources with a strong work ethic are crucial and irreplaceable assets in facing global competition. Therefore, companies need to build an organizational culture that emphasizes learning, so that every individual can innovate and contribute to increasing the company's competitiveness. According to Ulrich, successful organizations in the global era are those capable of creating adaptive, collaborative human resource systems that focus on developing relevant competencies for the future.

Furthermore, to build business resilience, companies must also address sustainability and ethical issues in business. Global competition is now judged not only by economic efficiency but also by corporate responsibility towards the environment and society. The Triple Bottom Line concept introduced by Elkington serves as the foundation for modern business strategies that prioritize not only profit but also social welfare and environmental protection. This approach is crucial for creating a positive image, building consumer trust, and fostering long-term loyalty in a global market that increasingly prioritizes ethical values and sustainability.

At the national level, Indonesia has significant capacity to develop resilient entrepreneurs by strengthening economic policies, implementing digitalization in MSMEs, and enhancing the competitiveness of its human resources. However, several challenges, such as lack of access to technology, low financial literacy, and a lack of collaboration between different sectors, remain major obstacles. Therefore, collaboration between the government, the private sector, and educational institutions is crucial in creating a business ecosystem that supports innovation and sustainability. Policies that support the development of micro and small businesses are essential to ensure they remain competitive in the increasingly open global marketplace (Ministry of Cooperatives and SMEs, 2024).

## CONCLUSION

Research and studies have concluded that a robust business strategy in an era of international competition is not only about survival but also about the ability to transform, innovate, and maintain sustainability. Business resilience is not built overnight but rather through a planned process, driven by data, and adhering to moral values. Businesses that are able to combine technology, creativity, ethics, and sustainability will be in an advantageous position to face the ever-changing global challenges.

Ultimately, a strong business strategy forms the foundation for a solid, independent, and competitive national economy. With a targeted, collaborative, and innovative approach, Indonesian businesses have the opportunity to not only compete in the domestic market but also play a vital role in a fair and sustainable global economy.

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