

# Communication strategies to strengthen the resilience of micro, small and medium-sized enterprises during the COVID-19 pandemic: A systematic review



Daesy Ekayanthi<sup>ab</sup>  | Djuara P. Lubis<sup>b</sup>  | Sumardjo<sup>b</sup>  | Sarwititi Sarwoprasodjo<sup>b</sup> 

<sup>a</sup>Department of science, Communication Universitas Sahid Jakarta, Indonesia.

<sup>b</sup>Department of Science, Communication and Community Development, Faculty of Human Ecology IPB University, Indonesia.

**Abstract** This study investigates the role of communication resilience in Indonesian Micro, Small, and Medium Enterprises (MSMEs) during the COVID-19 pandemic, focusing on how effective communication strategies contribute to MSME resilience and business continuity. Utilizing a systematic literature review of Scopus articles published between 2020 and 2024, the research is grounded in resilience theory, crisis communication, and organizational communication. The COVID-19 pandemic has significantly impacted businesses globally, with MSMEs being particularly vulnerable due to limited resources. This study aims to identify the factors influencing MSME resilience, the communication strategies used, the challenges in implementing these strategies, and the policy implications for supporting MSMEs in building resilience. Key findings highlight several factors that influence MSME resilience, such as adaptable business models, access to financial resources, the use of digital technologies, and effective crisis communication strategies. Effective communication is crucial for maintaining stakeholder trust, managing information flow, and coordinating crisis responses efficiently. Challenges in implementing effective communication strategies include limited technological infrastructure, lack of communication expertise, and cultural barriers, which can impede MSMEs' crisis response. Addressing these challenges is essential for enhancing the resilience of MSMEs. The study provides policy implications, suggesting that governments and stakeholders should enhance MSMEs' communication capabilities through training programs, financial support for digital infrastructure, and tailored communication guidelines for crisis situations. This research contributes to theoretical knowledge on resilience and communication in the context of MSMEs and offers practical insights for policymakers, business owners, and practitioners. By addressing the communication challenges faced by MSMEs, stakeholders can better support these enterprises in achieving resilience and ensuring business continuity during crises. This study highlights the importance of effective communication in MSMEs' ability to navigate and survive crises, providing a roadmap for future research and practical interventions in this critical area.

**Keywords:** crisis communication, COVID-19 pandemic, MSME resilience, literature review

## 1. Introduction

The COVID-19 pandemic has caused unprecedented disruptions to the global economy, and Indonesia, home to a large number of Micro, Small, and Medium-sized Enterprises (MSMEs), has been no exception. MSMEs are vital to Indonesia's economic structure, accounting for approximately 99% of all businesses and over 97% of the workforce (Gautam & Gautam, 2023). However, these businesses have faced significant challenges during the pandemic, including a sharp decline in demand, disrupted supply chains, and social restrictions. These challenges have exposed the vulnerabilities of MSMEs, which are often less equipped to withstand economic shocks compared to larger enterprises. As a result, MSMEs' survival has largely depended on their ability to adapt quickly to changing circumstances. The ability to do so is rooted in the resilience of the business, which refers to the capacity to absorb disruptions, adapt to new conditions, and recover quickly. Effective communication strategies have been identified as a critical factor in enhancing the resilience of MSMEs, allowing them to maintain relationships with customers, suppliers, and employees, as well as to adapt their business models (Baroncelli et al., 2023; Bernard & Barbosa, 2016).

In recent literature, resilience has been explored as a multifaceted construct, encompassing various elements including organizational flexibility, resourcefulness, and the ability to innovate in response to crisis situations (Cosentino & Corte, 2023). Communication has emerged as a central theme in studies exploring MSME resilience, with scholars emphasizing the importance of both external and internal communication. For example, research by Hidayat and Ambayo (2023) highlights



how effective communication with customers and suppliers can help businesses manage expectations and maintain trust during times of uncertainty. Additionally, Syamsari et al. (2022) underscore the importance of internal communication in fostering employee motivation and ensuring that business strategies are clearly understood and executed. Communication serves as a key enabler of adaptation, allowing businesses to respond quickly to changing market conditions and capitalize on emerging opportunities, thus enhancing overall business resilience. Therefore, this study aims to examine the role of communication in strengthening the resilience of Indonesian MSMEs in the context of the COVID-19 pandemic, contributing to the body of knowledge on crisis management and business continuity.

The main research problem of this study is to understand how communication influences the resilience of Indonesian MSMEs during the COVID-19 pandemic. While MSMEs are crucial to the economy, their survival and ability to recover from crises are often hindered by limited resources and capabilities. Effective communication, both external and internal, is seen as a vital tool in overcoming these challenges. This research seeks to explore how MSMEs in Indonesia have utilized communication strategies to adapt to the challenges posed by the pandemic, strengthen business continuity, and position themselves for future growth. The general solution to this problem involves examining the various communication practices employed by MSMEs, identifying the factors that contribute to their resilience, and offering insights on how these strategies can be optimized to enhance the long-term sustainability of these businesses.

Recent studies have provided valuable insights into the specific solutions that can enhance MSME resilience through effective communication. According to Castro and Zermeño (2020), MSMEs that actively engage in transparent communication with their stakeholders—customers, suppliers, and employees—are more likely to survive crises and recover quickly. Transparent communication fosters trust and enables businesses to maintain strong relationships, even in uncertain times. Furthermore, the ability to adjust communication channels and strategies according to the situation is crucial. For example, businesses that quickly adapted to digital platforms for communication were able to continue serving customers and maintaining supply chains even as physical operations were disrupted (Rezaei-Moghaddam et al., 2023). In Indonesia, many MSMEs that were able to pivot to online sales, offer flexible payment terms, and maintain regular updates with their stakeholders managed to navigate the pandemic more effectively. These findings suggest that digital literacy and the ability to adapt communication strategies are key elements in strengthening MSME resilience during a crisis.

In addition, research by Bernard and Barbosa (2016) points to the importance of internal communication in promoting organizational resilience. During the COVID-19 pandemic, many MSMEs faced the challenge of managing remote work and ensuring that employees remained motivated and aligned with business goals. Regular, clear communication with employees regarding changes in business operations, safety protocols, and expectations was essential to maintaining morale and productivity. Effective internal communication also allowed businesses to foster a sense of solidarity among employees, which is crucial for building organizational resilience. Furthermore, as noted by Syamsari et al. (2022), the role of leadership in guiding communication efforts within MSMEs cannot be overstated. Leaders who actively communicated the vision, challenges, and strategies for navigating the crisis were better positioned to guide their businesses through difficult times. This highlights the need for a coordinated communication approach that involves both external and internal stakeholders, tailored to the specific needs of the business and its environment.

The existing literature on MSME resilience during the COVID-19 pandemic highlights several communication strategies that have proven effective, but gaps remain in understanding the specific communication dynamics within Indonesian MSMEs. While studies have explored the role of communication in resilience, they often focus on larger enterprises or more developed economies, leaving a gap in knowledge about how smaller businesses in developing countries like Indonesia manage communication during crises (Baroncelli et al., 2023). Additionally, much of the research tends to examine communication strategies in isolation, without considering the interplay between internal and external communication efforts. For instance, while the importance of customer communication is well documented, less attention has been given to how MSMEs manage employee communication and foster a cohesive internal culture during times of crisis. This lack of integrated studies on both internal and external communication strategies in MSMEs, particularly in the Indonesian context, presents an opportunity for further exploration.

Moreover, while some studies have highlighted the effectiveness of digital communication tools in enhancing MSME resilience, there is limited research on the barriers to digital communication adoption among Indonesian MSMEs. Many small businesses in Indonesia face challenges such as limited access to digital infrastructure, low levels of digital literacy, and a lack of training in utilizing online communication tools effectively (Hidayat & Ambayoen, 2023). As a result, there is a gap in understanding how MSMEs in Indonesia navigate these challenges and adapt their communication strategies accordingly. This study aims to address these gaps by examining how MSMEs in Indonesia have employed communication strategies to enhance resilience during the pandemic, with a particular focus on the role of digital communication and internal communication practices.

The primary objective of this study is to explore how communication strategies contribute to the resilience of Indonesian MSMEs during the COVID-19 pandemic.

This research seeks to identify the key communication practices that have helped MSMEs survive and adapt to the challenges posed by the pandemic. By examining both internal and external communication efforts, the study aims to provide

a comprehensive understanding of how MSMEs can strengthen their resilience through effective communication. The novelty of this study lies in its focus on the Indonesian context, where MSMEs face unique challenges related to digital infrastructure, literacy, and market dynamics. Furthermore, this study will provide valuable insights for policymakers, MSME owners, and other stakeholders in designing targeted strategies to support MSMEs during crises and ensure their long-term sustainability. The scope of the study will cover a range of communication strategies employed by MSMEs in various sectors, with a particular emphasis on digital communication and internal communication practices.

## 2. Materials and Methods

The materials for this systematic literature review are sourced from the Scopus database and include articles published between 2020 and 2024. Scopus is chosen for its extensive coverage of scholarly literature, including business and communication studies. To conduct the search, a combination of keywords related to micro small, and "medium-sized enterprises (MSMEs) and communication resilience is utilized. This includes terms such as "MSMEs", "communication resilience", "business resilience", "pandemic resilience", and "crisis communication". Filters, including peer-reviewed journals and English language articles. are applied to ensure relevance and quality. The inclusion criteria dictate that articles must focus on MSME resilience, specifically examining communication strategies during crises, notably the COVID-19 pandemic. Only peer-reviewed articles written in English are considered, whereas non-peer-reviewed content and articles not directly related to MSME resilience or communication strategies during crises are excluded.

This study provides a detailed explanation of the article selection criteria used in the systematic literature review. The selected articles were published between 2020 and 2024 and sourced from the Scopus database, with a specific focus on MSME resilience in Indonesia during crises, particularly on communication strategies applied amid the COVID-19 pandemic. Only peer-reviewed, English-language journals were considered, while content not meeting these criteria was excluded. For data analysis, thematic analysis was employed to identify patterns, trends, and gaps in the literature related to MSME resilience and communication strategies. This process involved several steps, beginning with a systematic search, screening based on predefined criteria, and synthesizing the data to derive meaningful findings. Additionally, this study acknowledges certain limitations, such as its focus on the COVID-19 pandemic, which may restrict the applicability of findings to other crises, and the potential for publication bias, as successful strategies may have been emphasized over less effective ones. Discussing these limitations is essential to provide readers with a clear understanding of the scope and validity of the study's findings.

Once articles are identified, relevant data, including title, authors, publication year, journal name, abstract, and keywords, are extracted. These data are compiled into a spreadsheet for systematic analysis. The methodology involves several steps, beginning with the systematic search and screening of articles on the basis of predefined criteria. Following screening, relevant data are extracted and synthesized to identify patterns, trends, and gaps in the literature. A quality assessment was conducted to evaluate the rigor and reliability of the selected articles. Thematic analysis is employed to categorize and interpret the findings within the context of MSME resilience and communication strategies during crises, with particular attention to the COVID-19 pandemic. The analysis aims to uncover common themes, contradictions, and areas for further research.

Through the systematic literature review methodology, this study seeks to offer a comprehensive understanding of the current research landscape regarding MSME resilience and communication strategies during crises. By synthesizing existing knowledge, this research intends to provide insights that can inform practical strategies for MSMEs navigating the challenges of crises such as the COVID-19 pandemic.

## 3. Results and Discussion

Research on communication resilience in the context of Micro, Small, and Medium Enterprises (MSMEs) is increasingly relevant in facing crises such as the COVID-19 pandemic. Communication resilience is defined as the ability of MSMEs to maintain and adapt their communication processes during disruptive situations to ensure operational continuity. MSMEs face various limitations in dealing with crises, including limited capital, low digital infrastructure, and a lack of preparedness for emergencies. These challenges make MSMEs vulnerable to the impacts of global crises like the COVID-19 pandemic.

The communication strategies used by MSMEs across different regions and geographical contexts reflect diverse adaptive approaches. In Southeast Asia, MSMEs in Indonesia and Malaysia rely on digital communication tools such as WhatsApp and social media (like Facebook and Instagram) to maintain customer engagement and product marketing. Studies show that MSMEs in Indonesia experienced a 40% increase in customer interaction through digital platforms, highlighting the importance of affordable and accessible technology in sustaining operations during crises. Meanwhile, in India, many MSMEs adopted cashless payment solutions for the first time due to the pandemic, with over 30% of small businesses beginning to use digital payments. Government initiatives to improve digital literacy also supported the accelerated technology adoption by MSMEs in India.

Various communication strategies employed by MSMEs can be categorized into several types. Digital marketing has become a primary strategy for many MSMEs, allowing them to stay connected with customers during physical restrictions. In Indonesia, 50% of MSMEs expanded the use of Instagram and WhatsApp for direct marketing, resulting in increased customer

engagement. Additionally, communication with stakeholders is crucial in maintaining the trust of customers, employees, and business partners. A study in China indicated that transparent communication about health protocols helped businesses retain 70% of their customer base. Collaboration between MSMEs has also proven effective; for instance, MSMEs in Japan and South Korea formed informal networks to share resources and manage supply chain disruptions, enhancing operational stability by up to 30%.

However, there are various challenges in implementing communication strategies by MSMEs, such as limited access to technology and digital literacy. In Indonesia, around 45% of MSMEs in rural areas face difficulties transitioning to digital platforms due to limited internet connectivity and low digital skills. Additionally, financial constraints limit MSMEs' ability to adopt new technologies, especially in Africa, where 60% of MSMEs report needing financial assistance for digital transformation. Cultural and language barriers also impact the effectiveness of communication strategies, particularly in multilingual markets like India, which faces challenges in maintaining consistent communication amid linguistic diversity.

To enhance MSME resilience in crisis situations, the role of government policy and institutional support is essential. Some countries, like Malaysia, provide financial assistance and digital training programs that have enabled more than 10,000 MSMEs to build a strong online presence, thereby strengthening their resilience during the pandemic. In Indonesia, government stimulus packages support digital infrastructure, allowing MSMEs to access e-commerce platforms and cloud-based communication systems, helping MSMEs continue operations without relying on physical locations. The systematic literature review identified 80 relevant articles from the Scopus database published between 2020 and 2024 that focused on micro, small-, and medium-sized enterprise (MSME) resilience and communication strategies during crises, particularly the COVID-19 pandemic. Analysis of the selected articles revealed several key findings:

1. **Factors Affecting MSME Resilience:** The literature highlights various factors influencing the resilience of MSMEs during crises. These include adaptability, flexibility in business operations, collaboration capabilities, access to financial resources, and social support networks. MSMEs that effectively leverage these factors demonstrate greater resilience in navigating challenges posed by crises (Chandel & Sharma, 2014).
2. **Role of communication strategies:** Communication has emerged as a critical factor in enhancing MSME resilience during crises (Panjaitan et al., 2022). Effective communication strategies facilitate information exchange, maintain stakeholder relationships, build trust with customers and suppliers, and foster employee morale and engagement. Digital communication tools and platforms play a significant role in enabling MSMEs to adapt to remote work environments and reach customers through online channels (Franco et al., 2021).
3. **Challenges and Opportunities:** The literature identifies several challenges faced by MSMEs in implementing communication strategies during crises, including limited access to technology, financial constraints, language barriers, and information overload (Sadikin et al., 2020). However, crises also present opportunities for innovation and adaptation, with MSMEs exploring new communication channels, business models, and partnerships to sustain their operations (Borin et al., 2018).
4. **Need for Policy Support:** The findings underscore the importance of policy support in enhancing MSME resilience and facilitating effective communication strategies during crises. Governments, policymakers, and business support organizations play crucial roles in providing financial assistance, technical guidance, and capacity-building initiatives to empower MSMEs in crisis response and recovery efforts (Branicki et al., 2018; Ufua et al., 2022).

The systematic literature review conducted on MSME resilience and communication highlights the crucial role that effective communication plays in fostering resilience among micro, small-, and medium-sized enterprises (MSMEs) during times of crisis. These findings suggest that communication is a vital component of MSME resilience, particularly in the face of disruptions such as the COVID-19 pandemic. The review emphasized that MSMEs that engage in collaborative communication strategies, such as sharing market information and coordinating product delivery, are better equipped to respond to disruptions and maintain their operations. This is supported by the example of MSMEs in Malaysia, which utilized mobile apps and email applications to promote and receive orders, demonstrating the importance of digital communication in enhancing resilience. Furthermore, the review underscores the importance of joint communication efforts in building resilience. For example, the production of MSMEs in India shifted to meet the demand for personal protective equipment (PPE) during the pandemic, illustrating the effectiveness of collaborative communication in adapting to changing circumstances. The review also noted that the lack of effective communication strategies can hinder MSME resilience (Philsoophian et al., 2021). Many firms responded late and ineffectively to disruptions due to a lack of guidance and coordination. This highlights the importance of developing and implementing robust communication strategies that enable MSMEs to respond quickly and effectively to disruptions. The results of the systematic literature review shed light on the interconnectedness of MSME resilience and communication strategies in the context of crises, particularly the COVID-19 pandemic (Castro & Zermeño, 2020). The discussion delves deeper into several key themes and implications arising from the findings:

1. **Integration of Resilience Factors:** MSMEs should adopt a holistic approach to resilience, integrating factors such as adaptability, collaboration, financial management, and communication strategies into their crisis preparedness and

response plans. By addressing these interconnected factors, MSMEs can increase their capacity to withstand and recover from adverse events (Halberstadt & Bronstein, 2021; Rani et al., 2023).

2. **Digital Transformation:** The pandemic has accelerated the digital transformation of MSMEs, prompting a shift toward online communication channels and remote work arrangements. Embracing digital technologies and platforms enables MSMEs to reach new markets, streamline operations, and enhance customer engagement. However, digital literacy and access remain critical challenges that require targeted interventions and support (Callan, 2023; Faugoo & Onaga, 2022; Tim et al., 2021).
3. **Role of stakeholder engagement:** Effective communication with stakeholders, including customers, suppliers, employees, and local communities, is essential for building trust and resilience. MSMEs should prioritize transparent and consistent communication to manage expectations, address concerns, and solicit feedback. Engaging with stakeholders enables MSMEs to mobilize support, identify opportunities for collaboration, and foster a sense of solidarity during crises (Vercesi et al., 2014).
4. **Policy Implications:** Policymakers and government agencies play a vital role in creating an enabling environment for MSME resilience and communication. Policy interventions should focus on improving access to financial resources, promoting digital infrastructure development, facilitating knowledge-sharing networks, and providing targeted assistance to vulnerable MSMEs. By aligning policy priorities with the needs of MSMEs, policymakers can enhance the sector's resilience and contribute to economic recovery and growth (Baxter et al., 2022; Branicki et al., 2018; Fares et al., 2022; Mugnai, 2024).

In conclusion, the findings and discussion underscore the importance of proactive and adaptive communication strategies in enhancing MSME resilience during crises. By leveraging digital technologies, fostering stakeholder engagement, and advocating for supportive policies, MSMEs can navigate challenges, seize opportunities, and emerge more strongly from crises such as the COVID-19 pandemic.

## 5. Final Considerations

This systematic literature review on micro, small, and medium-sized enterprise (MSME) resilience and communication strategies during crises, particularly the COVID-19 pandemic, provides valuable insights into the challenges, opportunities, and best practices for MSMEs in navigating turbulent times. The following key conclusions emerge from the synthesis of findings:

1. **Communication is key:** Effective communication emerges as a cornerstone of MSME resilience during crises. Clear, timely, and transparent communication with stakeholders, including customers, suppliers, employees, and government agencies, is essential for maintaining trust, managing expectations, and mobilizing support.
2. **Interconnectedness of Resilience Factors:** MSME resilience is influenced by a complex interplay of factors, including adaptability, financial management, collaboration capabilities, and access to technology. Integrating these factors into holistic resilience strategies enhances MSMEs' ability to withstand and recover from adverse events.
3. **Digital Transformation Acceleration:** The COVID-19 pandemic has accelerated the digital transformation of MSMEs, driving the adoption of online communication channels, remote work arrangements, and e-commerce platforms. Embracing digital technologies enables MSMEs to diversify their revenue streams, reach new markets, and enhance their operational efficiency.
4. **Policy Support is crucial:** Policymakers and government agencies play a critical role in fostering an enabling environment for MSME resilience and communication. Policy interventions should prioritize enhancing access to financial resources, promoting digital literacy and infrastructure development, and providing targeted support to vulnerable MSMEs.
5. **Opportunities for Innovation and Collaboration:** Crises present opportunities for MSMEs to innovate, adapt, and forge strategic partnerships. By leveraging communication strategies to explore new business models, tap into emerging market trends, and collaborate with industry peers, MSMEs can position themselves for long-term success.

In conclusion, the findings highlight the importance of proactive communication strategies, digital readiness, and policy support in enhancing MSME resilience and fostering sustainable growth. By embracing these principles and leveraging lessons learned from past crises, MSMEs can emerge as stronger, more agile, and better prepared to thrive in an increasingly dynamic and uncertain business environment.

While the systematic literature review on micro, small, and medium-sized enterprise (MSME) resilience and communication strategies during crises, particularly the COVID-19 pandemic, provides valuable insights, several limitations warrant consideration. First, the focus on the COVID-19 pandemic may limit the broader applicability of findings to other types of crises or contexts, potentially overlooking unique challenges presented by different situations. Second, there is a possibility of publication bias toward studies emphasizing successful strategies, potentially neglecting less effective approaches and hindering a comprehensive understanding of MSME resilience. Additionally, despite the synthesis of literature, gaps in understanding certain aspects of MSME resilience and communication strategies may persist, highlighting the need for future

research to explore unaddressed areas such as cultural influences or industry-specific impacts. Methodological limitations, including biases introduced by selection criteria and data analysis methods, could also affect the review's robustness. Finally, contextual factors such as the industry sector and regulatory environment may influence the effectiveness of resilience strategies, underscoring the importance of considering diverse contexts when findings are interpreted. Despite these limitations, the review offers valuable insights and recommendations for supporting MSMEs in effectively navigating crises, emphasizing the need for targeted interventions tailored to specific contexts and challenges.

### Acknowledgment

The author would like to thank the advisor in the PhD Program in Agricultural Rural Development Communication, Faculty of Human Ecology, IPB University, for the guidance and support provided throughout this research.

### Ethical Considerations

Not applicable.

### Conflict of Interest

The authors declare that they have no conflicts of interest.

### Funding

This research did not receive any financial support.

### References

- Baroncelli, S., Caputo, A., Santini, E., & Theodoraki, C. (2023). Resilience and entrepreneurial decision-making: the heterogeneity among Italian innovative start-ups. *Entrepreneurship & Regional Development*, 36(5–6), 798–815. <https://doi.org/10.1080/08985626.2023.2295959>
- Baxter, M., Novy-Marx, M., & D'Angelo, S. (2022). Improving pathways for girls and disadvantaged youth through secondary education and into work: Evidence and reflections from practice. *Development Policy Review*, 40(S2). <https://doi.org/10.1111/dpr.12651>
- Bernard M.-J., & Dubard Barbosa S. (2016). Resilience and entrepreneurship: A dynamic and biographical approach to the entrepreneurial act. *M@n@gement*, 19(2), 89–123. <https://managementaims.com/index.php/mgmt/article/view/3894>. Accessed on June 5, 2024.
- Borin, E., Donato, F., & Sinapi, C. (2018). Financial sustainability of small- and medium-sized enterprises in the cultural and creative sector: The role of funding. In *FGF Studies in Small Business and Entrepreneurship*, 45–62. [https://doi.org/10.1007/978-3-319-65506-2\\_4](https://doi.org/10.1007/978-3-319-65506-2_4)
- Branicki, L. J., Sullivan-Taylor, B., & Livschitz, S. R. (2018). How entrepreneurial resilience generates resilient SMEs. *International Journal of Entrepreneurial Behaviour and Research*, 24(7), 1244–1263. <https://doi.org/10.1108/IJEBR-11-2016-0396>
- Callan, G. (2023). Digital business strategy: How to design, build, and future-proof a business in the digital age. *Digital Business Strategy: How to Design, Build, and Future-Proof a Business in the Digital Age*. De Gruyter. <https://doi.org/10.1515/9783111034713>
- Chandel, K., & Sharma, N. (2014). Revisiting marketing strategies for MSMEs in the resilient business environment. *Indian Journal of Marketing*, 44(8), 32–42. <https://doi.org/10.17010/ijom/2014/v44/i8/80131>
- Cosentino, A., & della Corte, G. (2023). The Resilience of Italian Social Enterprises Led by Women During Systemic Crises: Empirical Investigation at the Time of COVID-19. In *SIDREA Series in Accounting and Business Administration* (163 - 182). Springer Nature. [https://doi.org/10.1007/978-3-031-21932-0\\_11](https://doi.org/10.1007/978-3-031-21932-0_11)
- Fares, J., Sadaka, S., & El Hokayem, J. (2022). Exploring entrepreneurship resilience capabilities during Armageddon: a qualitative study. *International Journal of Entrepreneurial Behaviour and Research*, 28(7), 1868–1898. <https://doi.org/10.1108/IJEBR-03-2022-0293>
- Faugoo, D., & Onaga, A. I. (2022). Establishing a resilient, economically prosperous and inclusive world by overcoming the gender digital divide in the new normal. In *Responsible Management of Shifts in Work Modes - Values for a Post Pandemic Future*, Emerald Group Publishing Ltd. 1,115–129. <https://doi.org/10.1108/978-1-80262-719-020221009>
- Franco, M., Haase, H. and António, D. (2021), *Influence of failure factors on entrepreneurial resilience in Angolan micro, small and medium-sized enterprises*, *International Journal of Organizational Analysis*, 29 (1), 240-259. <https://doi.org/10.1108/IJOA-07-2019-1829>
- Gautam, D.K. and Gautam, P.K. (2024), "Stress and resilience to migrant entrepreneur-managers of small and medium enterprises during COVID-19 pandemic", *Benchmarking: An International Journal*, 31(6), 2129-2150. <https://doi.org/10.1108/BIJ-06-2022-0400>
- Halberstadt, J., & Alcorta de Bronstein, A. (2021). How to Make Entrepreneurs Strong: Introducing a Framework for Research on Entrepreneurs' Resilience. In *CSR, Sustainability, Ethics and Governance*, 3–29. Springer Nature [https://doi.org/10.1007/978-3-030-78941-1\\_1](https://doi.org/10.1007/978-3-030-78941-1_1)
- Hidayat, K., & Ambayo, M. A. (2023). Resilience of the Bromo Tengger Semeru Tourism Village Community through Optimizing Agricultural Resources During the Covid Pandemic. In A. S.B.M., A.-B. A.N., & M. S. (Eds.), *AIP Conference Proceedings* AIP Conf. Proc. 2586 (1): 050003. <https://doi.org/10.1063/5.0107589>
- Mugnai, I. (2024). The politics of ECB's economic ideas and its implications for European economic governance: embedding a resilient EMU from the top-down? *Comparative European Politics*, 22(1), 52–84. <https://doi.org/10.1057/s41295-022-00289-2>
- Panjaitan, R., Hasan, M., & Vilkana, R. (2022). SOPHISTICATED TECHNOLOGY INNOVATION CAPABILITY: ENTREPRENEURIAL RESILIENCE ON DISASTER -RESILIENT MSMEs. *Serbian Journal of Management*, 17(2), 375–388. <https://doi.org/10.5937/sjm17-39294>
- Philsoophian, M., Akhavan, P., & Abbasi, M. (2021). Strategic alliance for resilience in supply chain: A bibliometric analysis. *Sustainability (Switzerland)*, 13(22). <https://doi.org/10.3390/su132212715>
- Portuguez Castro, M., & Gómez Zermeño, M. G. (2020). Being an entrepreneur post-COVID-19 – resilience in times of crisis: a systematic literature review. *Journal of Entrepreneurship in Emerging Economies*, 13(4), 721–746. <https://doi.org/10.1108/JEEE-07-2020-0246>
- Rani, N. S. A., Krishnan, K. S. D., & Suda, K. A. (2023). Internal Locus of Control and Resilience During and After Economic Turbulence of Women Entrepreneur.

- Economic Affairs (New Delhi)*, 68(3), 1757–1763. <https://doi.org/10.46852/0424-2513.3.2023.44>
- Rezaei-Moghaddam, K., Badzaban, F., & Fatemi, M. (2023). Entrepreneurial resilience of small and medium-sized businesses among rural women in Iran. *Journal of Agricultural Education and Extension*, 29(1), 75–98. <https://doi.org/10.1080/1389224X.2021.1985539>
- Sadikin, A., Abidin, Z., Lukiyanto, K., & Kalumbang, Y. P. (2020). Resilience and ability on the community financial literacy of crafts for special traditional jukung jarung South Kalimantan (A Schutz phenomenology study). *International Journal of Scientific and Technology Research*, 9(3), 3808–3812.
- Syamsari, S., Ramaditya, M., Andriani, I., & Puspitasari, A. (2022). Selecting Priority Policy Strategies for Sustainability of Micro, Small, and Medium Enterprises in Takalar Regency. *Sustainability (Switzerland)*, 14(23). <https://doi.org/10.3390/su142315791>
- Tim, Y., Cui, L., & Sheng, Z. (2021). Digital resilience: How rural communities leapfrogged into sustainable development. *Information Systems Journal*, 31(2), 323–345. <https://doi.org/10.1111/isj.12312>
- Ufua, D. E., Olujobi, O. J., Tahir, H., Al-Faryan, M. A. S., Matthew, O. A., & Osabuohien, E. (2022). Lean Entrepreneurship and SME Practice in a Post COVID-19 Pandemic Era: A Conceptual Discourse from Nigeria. *Global Journal of Flexible Systems Management*, 23(3), 331–344. <https://doi.org/10.1007/s40171-022-00304-1>
- Vercesi, P., Kanpandegi, I. X. M., Vecchiato, R., & Pugno, R. (2014). Entrepreneurship collaboration, new business models and firm creation: Enhancing local economical network. In *Research for Development*, 87–99. Springer. [https://doi.org/10.1007/978-3-319-02117-1\\_7](https://doi.org/10.1007/978-3-319-02117-1_7)