

How Did Small Business Against VUCA In Pandemic Era?

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ABSTRACT

Pandemic has devastated business activities in all aspects, since the announcement of the Social Distancing and outbreak being implemented by government, in various countries including Indonesia. Many businesses closed theirs because they are unable to withstand the challenges of volatility, uncertainty, complexity and ambiguity known as VUCA as a pandemic effect. Only strong businesses facing the threat of VUCA could continue. There for Business Resilience is needed for business sustainability and keep going concern. The study focused on the Small Medium Enterprises (SME) business in Indonesia. We investigated how this business survived in the pandemic era in dealing with VUCA conditions and to find out how social innovation and investment could improve business resilience through digital transformation. The survey method would be carried out to explore more information on how the behavior of SME entrepreneurs could survive through this condition. The research analysis unit was SME entrepreneurs who have participated in the Digital Online Training Program through digital-based SME selection, conducted by the Ministry of Communication and Information Technology in July 2020. The expected outcome was that the social innovation and investment on SME business had a significant relationship with the business resilience and could improve through digital transformation during pandemic era. The implication for further and future research will bring over to business sustainability and business performance through different factors.

Keyword: Social Innovation, Business Resilience, Digital Transformation, SME's Business, VUCA.

INTRODUCTION

Unfinished world story was overshadowed by twin disruptive namely disruptive technology and disruptive weather changes, at the end of 2019 a large pandemic has occurred. Suddenly, Covid-19 has attacked the entire world. Indonesia did not escape it. Enforcement of Physical distancing became a large scale social distancing. (Bahtiar & Saragih, 2020). Data from the Ministry of the Republic of Indonesia 185,184 SME entrepreneurs affected by the Covid-19 pandemic (BeritaSatu, 2020). As many as 87.4 percent of business operators affected were at the micro level. In general, 56 percent of SME entrepreneurs experienced problems with declining sales, 22 percent in capital, 15 percent in distribution constraints and four percent in scarcity of raw materials.(Medcom.id, 2020)

The prediction of VUCA's condition, namely volatility, uncertainty, complexity and ambiguity, by War Academy College since the term was called 1984 came true (Yager, 2006). SME's Business were no exception to be affected.(Pakpahan, 2020). The concept of VUCA was an obstacle but it was also a challenge for the organization, and good adaptation to these environmental conditions were needed. (Millar, Groth, & Mahon, 2018). Likewise, what made VUCA became very interesting phenomena at this time, was how environmental conditions at this moment in such a way did not become a concern to the business world, and seemed neglected. (Millar et al., 2018). However, if we observed and examined carefully, that such an environment encouraged us to change and took actions that we did not prepare beforehand. Businesses often had problems with uncertain environments, but small businesses could flexibly deal with uncertainty and want to transform. (Didonet, Simmons, Díaz-Villavicencio, & Palmer, 2012). What made them able to survive during this pandemic was a big question. Investments in the SMEs business were allegedly able to save capital used by SME businesses to provide and fund transactions needs.

Investing in this SME business was allegedly able to save capital used by SME businesses to provide and to fund the need for digital-based transactions and using financial services digitally. The purchase of sufficient raw materials and capital goods to produce was expected to maintain business continuity during a pandemic due to the enactment of large scale social distancing. Collaboration with fellow SME entrepreneurs was thought to be one of the factors causing business resilience. But whether the obstacles in digitizing transformation would prevent SMEs from sustaining their business. (Ulas, 2019)

Research on Social Innovation on the phenomenon of digital transformation highlighted the literature review that contributed to our understanding of the

benefits and challenges associated with digital transformation at various levels. Previous research underscored the increasing complexity of the environment in which companies operate, because digital technologies produced more information, computing, communication, and connectivity, they enabled new forms of collaboration among distributed networks of diverse actors.(Vial, 2019). Returning from this expectation that Digital transformation was expected to provide an increase in business resilience that was in accordance with the concept of social innovation, adaptation and agility. Also in studies that support social innovation, the use of any theory had to speak across socio-cultural economic differences and spatial scales. Temporal to realize its social innovative potential. (Moulaert, MacCallum, & Hillier, 2013). Dramatic developments in digital technologies and the diffusion of the Internet protocol as an open and efficient communication standard were wiping out the specialized symbiotic link between content and technology. That's how and see the digital world, and here they reveal the trends that companies need to prepare for.(Schallmo & Williams, 2018)

So that, our focus was on how SME Business responds to this challenge against VUCA in the pandemic era of Business Resilience. Was digital transformation able to increase business resilience against VUCA conditions? The purpose of this research were to dig deeper information and to investigate how much influence Investment, social innovation through digital transformation on business resilience and also to examine the direct influence and indirect influence even the total effect caused the level of significance of the relationship.

LITERATURE REVIEW

1. Business Resilience

In the research are on SMEs, there was a little about how organizations, especially SMEs, could achieve resilience in pandemic era like Covid-19. The theory in the real world was not the same as the literature world. For this reason, survey-based research could significantly add and validated theoretical constructs in the field of Business Resilience. (Bhamra, Dani, & Burnard, 2011).

Resilience was an effort made to overcome a problem, an unexpected thing, and how well it could've been overcome. It related to emergency planning, proper resource placement or even making a backup to stance against something unexpected. Resilience could also be interpreted as supporting those who were in a crisis and trying to survive and became resilient in the face of their turbulent, erratic, overly complex and deadlocked environment which must have been resolved. (Adekola & Clelland, 2020)

Fiksel (2003) identified four main system characteristics that contributed to resilience which were included diversity, namely the existence of various forms and behaviors; efficiency which was performance with simple resource consumption; adaptability, namely flexibility to change to new pressures responsively; cohesion was a unifying relationship and the relationship between system variables and elements. (Fiksel, 2003). It also included readiness and alertness, the ability to respond and to adapt as well as to recover or to adjust.(Ponomarov & Holcomb, 2009).

Adapting the study conducted by Kativhu (2018), the indicators used in this study included the approaches described in Table 1

Tabel 1. Business Resilience Approach

DFID Building Resilience and Adaptation to Climate Extremes and Disasters (BRACED) projects (DFID, 2011 3-D Resilience Framework (Bene et al., 2013)	Anticipatory capacity, adaptive capacity, absorptive capacity and transformation (3 As)
Resilience Index Measurement and Analysis Model (RIMA) by FAO (FAO, 2012)	Physical dimensions: income and food access; access to basic services; assets; social safety nets; enabling institutional environment; natural environment; agricultural practice/technology; capacity dimensions: adaptive capacity; sensitivity
Oxfam GB Multi Dimensional Approach to Resilience Measuring (Oxfam GB, 2013)	Livelihood viability; innovation potential; contingency resources and support access; integrity of natural and built environment; social and institutional capability
USAID Measurement Framework for Community Resilience (USAID, 2013)	Income and food access; assets; adaptive capacity; social capital and safety nets; governance; nutrition and health Interrelations
The systems approach to resilience measuring (Dalziell & McManus, 2004)	Interrelations organizational components and stakeholders; complex interactions

The continuous process approach (Wreathall, 2006; Haimes et al., 2008)	Preventive, protective, adaptive and recovery functions and tasks
Resilience measuring against the disruptive event (Westrum, 2006)	Threat detection, prevention and adaption attributes Policies
Livelihoods Change Over Time Model (Vaitla et al., 2012)	Over Time Model (Vaitla et al., 2012) Policies and institutions, extending to measuring change in event of shocks/acute crises

Source : (Kativhu, Mwale, & Francis, 2018)

2. Social Innovation

The adoption of Social Innovation in governance and the policy domain has triggered a rapidly developing scientific literature, this field has become characterized by conceptual ambiguity and diversity in definitions and research settings (Van der Have & Rubalcaba, 2016). The concept of social innovation showed the processes and factors that lead to ongoing positive transformation into community networks (Mulgan, 2012). This was defined as an innovative solution to enhance the challenges facing society which was more effective, more efficient, more sustainable, or fairer than existing practices, which was more effective, more efficient, more sustainable, or fairer than existing practices. Phills and co-authors (2008) confirm that social innovation must have expressed novelty and improve responsiveness to community needs.(Phills & et al., 2009)

In its development, Social CRM was adopted as a new model of service and product that simultaneously met social needs. (Phills & et al., 2009). (Marolt, Pucihar, & Zimmermann, 2015). Based on this broad definition, many innovations could be classified as social innovations such as independent health groups and independent housing.(Morrar, 2017)

Social innovation had recently developed as a promising mechanism to address the inefficiencies of existing policies and models that target the most pressing global problems such as chronic diseases, climate change and inequality. (Phillips, Lee, James, & Ghobadian, 2017)(Murray et al., 2010).

Adopting the Social Innovation Regime concept as an approach to measuring Social Innovation, First, Social Innovation meant social-economic and institutional actors who played a role when dealing with social problems in accordance with welfare standards. Second, socio-economic and institutional actors who played a role when handling social problems in accordance with standards well-being. Thus, Social Innovation could be in the form of aspects consisting of actors, resources and institutions as the development of social capital. Next, it was reducing vulnerability at the social, business, economic and environmental

organization levels, by adhering to the efficiency and governance principles that would impact on institutions the business itself and the environment. (Unceta, Luna, Castro, & Wintjes, 2020).

Social innovation was the adoption of new ideas on products, services, and models that simultaneously meet social needs to meet urgent needs and create new relationships between social or social collaboration.(Fougère & Meriläinen, 2019).

3. Digital Transformation

Digital transformation was the functional use of the internet in design, manufacturing, marketing, sales, presentation, and is a data-based management model. (Ulas, 2019). Digital transformation presented further advancements in business by using digital technology to provide a better approach for the purpose of establishing close relationships with clients or how to benefit from efficient processes (Rassool & Dissanayake, 2019).

The scope of digital transformation included the pillars and methodological areas used to assess digital transformation. Digital Transformation has made it possible to identify convergence with the main determinants of digital maturity such as: a change in strategic orientation related to vision and mission of management also leadership. Customer centered used digital transformation by monitoring customer experience and predicting customer needs. It built Information Communication and Technology (ICT) infrastructure and human resource development processes in the ICT field to support business management processes. Digital transformation recommended investing in the development of individual abilities based on their skills and knowledge with new capacities and commitment to organizational culture, innovation and organizational factors. (Pihir, Tomičić-Pupek, & Furjan, 2018). Digital Transformation had been supported by additional elements such as social capital management and digital platform service provider facilities that support business. (Li, Su, Zhang, & Mao, 2018)

Different definitions for Digital Transformation (DT) could've been categorized into three different elements:

(1) Technology. DT was based on the use of new digital technologies such as social media, cellular, analytic or embedded devices; (2) Organization. DT required changes in organizational processes or new manufacturing business model; (3) Social. DT is a phenomenon that affects all aspects of human life by for example, enhancing customer experience. Thus, the definition of Digital Transformation was the use of new digital technology that enables improvement in key business and affects all aspects of customer life. (Reis, Amorim, Melao, & Matos, 2016)

Referred to Digital Transformation of business model so that it could be adapted and applied to SMEs, they included: (a) The Dimension of Objectives, the objective dimension would've started Transformation in the Time sector which

made service delivery faster and rapid production. Finance would have guaranteed cost savings and would have increased revenue (effective and efficient), spatial network automation, more paying attention to product quality, relationship quality, process quality (b) Procedure explained how transformation occur between tasks and decisions related to each other in a logical and temporal context. The use of technology / providers that produce new applications / services, as well as the process of data acquisition and exchange included analysis and used for calculating options. (c) The degree of transformation which changed in fundamental, radical, or incremental way. (d) Reference units were such as customers, business owners, partners, industrial environments and competitors.(e) Objects that were transformed, such as individual elements (products, relationships to customers, processes), value chains and value creation networks. (Schallmo & Williams, 2018).

4. Investment on SMEs

In Indonesia, the SMEs were companies with criteria of small entrepreneurs whose turnover is less than RP. 4.8 billion In a year according to Indonesian tax laws, and the business can take the form of individuals or limited companies. Based on the development of SMEs in Indonesia distinguished into 4 Criteria such as: Livelihood Activities, was a Small and Medium Enterprises that were used as employment opportunities to make a living, more commonly known as the informal sector. An example was a street vendor. Micro Enterprise, was a Small and Medium Enterprise that has the character of a craftsman but does not yet have an entrepreneurial nature. Small Dynamic Enterprise was a Small and Medium Enterprise that had an entrepreneurial spirit and could accept subcontract and export jobs. Fast-Moving Enterprise was Small and Medium Enterprises that already have an entrepreneurial spirit and will transform into Big Business. (go.ukm.id, 2016)

SMEs are companies that can operate in accordance with any economy and industry. Even when dealing with financial constraints, to maintain its business, investment was needed to overcome additional costs, to maintain its business such as ICT infrastructure costs.(Cobham, 1999) . The 'digital transformation' paradigm raised the need for an organized approach to its implementation. To analyze the possible impact of investment into digital transformation, which was a natural thing to do, various methodologies for assessing the digital maturity of the organization have been developed. They should be implemented in digital transformation projects with the aim of measuring the effects of transformation (Pihir et al., 2018)

Referred from previous studies that the investment fund would be allocated from sales, with the unitary price for each wage. The need for investment arose, from the need to recover depreciated capital as well and from the desire to increase capital as long as it is profitable. For comparisons assessed from resources and

income used at different times in time, the innovation renewal factor would be used. It would improve the rate of recovery business owners expect. An infinite time interval was used in the best estimation period of the objective function, because it was very difficult to measure the value of the company. (Gabriela Prelipcean, 2012)

In SMES business investment that emphasizes ICT products, underlying thing was a problem that could arise related to ICT, then ICT products themselves and internet service providers (ICT) were taken into consideration and used as indicators of investment in ICT (Rantapuska & Ihanainen, 2007), invest raw material, also determined investment objectives and sources of investment capital. (Taiwo, 2016).

From research and empirical gap, we identified problem as a matter as reviewing the literature review, it was obtained that there were possibilities that Digital Transformation would have an impact on Business Resilience, and investment in that field would enhance the role of Digital Transformation. Social Innovation also became an issue that could increase Business Resilience through digital transformation. Thus, the research hypothesis could be shown as follows:

H₁, that investment and social innovation will affect Business Resilience through Digital Transformation.

H₀, that Investment and Social Innovation has no effect on Business Resilience through Digital Transformation.

As for empirical thought and study, it could be described in a research model shown in Figure 1.

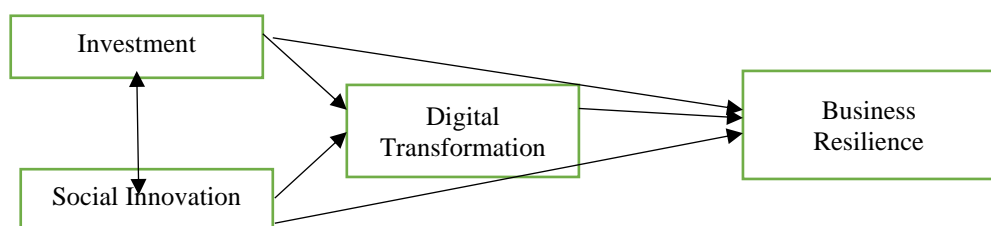


Figure 1. Relationship of Structural Investment, Social Innovation and Digital Transformation to Business Resilience

METHOD

The research method used a quantitative research method, and the data collection was done by survey method. The unit of analysis was used based on samples obtained with convenience sample techniques from a population of participants

who are MSME business owner who were netted in the Digital Entrepreneur Training Program organized by the Ministry of Communication and Information Technology in July 2020 which consisted of almost 5000 participants from 34 provinces in Indonesia and divided into General classes and housewives which were divided into smaller classes consisting of approximately 100-150 participants.

The operationalization of variables was explained by describing the indicators in the questions in the research instrument. Using the interval scale through the Likert approach, it is used to capture data based on the questions that exist in the research instrument in accordance with the actual circumstances and perceptions of respondents. The validity of the instrument was tested before distributing it to respondents and the results were valid for each item of statement. Reliability Test to measure the level of reliability and consistency of research instruments using the Cronbach's Alpha model. Test the validity of using Pearson correlation that is by comparing the value of r test with r tables. The condition of a data is said to be valid if r test is greater than r table.

Test data quality with the classic assumption of normality and requirements in path analysis that is free from autocorrelation and multicollinearity, and using the Chi Square test method and linearity is met with positive directional results, where the significance of the model is fulfilled by considering the F test in the test model where each variable studies that have exceeded the F. test requirements. Testing the path analysis model was used by measuring structural equation 1 and structural 2 to get a picture of the linear relationship between the dependent and independent variables. Using this path analysis technique allowed us to examine the direct relationship between variables and the indirect relationship between variables from the model.

From the structural equation model, the equation is obtained:

$$Y = \beta Yx1 + \beta Yx2 + \epsilon \dots\dots\dots (1)$$

$$Z = \beta Zx1 + \beta Zx2 + \epsilon \dots\dots\dots (2)$$

Where X1 was the investment free variable in the SMEs business. X2 was a free variable Social Innovation. Y was the intervening variable Digital Transformation and Z was an independent variable Business Resilience.

RESULTS AND ANALYSIS

Results from descriptive statistics, 122 questionnaires were distributed and 43 were refilled while 1 questionnaire was considered invalid because it was not filled completely. Total valid questionnaires were 42 sheets with the Profile of respondents were 23.3% male and 76.7% female. Level of education 34.5% graduated undergraduate, 16.2% post graduate, 20.9% graduated from high school, 23.3% graduated from diploma and the rest never attended school or did not finish school, 11.6% fashion, 9.36% beauty products and body care, 17.3% education, 7%

general trade and 8% handicrafts, 7% other consultants such as medical equipment, printing and advertising, wedding organizer etc.

Most off all, run their business from home as much as 72%, as many as 67% run businesses online and offline. During this pandemic only 20.9% continued to operate 53.5% operated partially and 18.6% did not operate temporarily until the outbreak was revoked. No one answered the business was closed permanently. This was a very amazing thing, curiosity flourished what made them survive for further discussion.

Data analysis had showed that the data were normally distributed with the calculated Chi-Square results as follows in Table 2

Table 2. Normality , Reliability and Validity Test Result

	Investment	Social Innovation	Digital Transformation	Business Resilience
Chi-Square	23,143	44,048	21,333	15,619
Normalitas				
Reliabilitas	0,966	0,931	0,947	0,923
Validitas	9 items valid	7 items valid	12 items valid	11 items valid

Source: SPSS processed – 2020

We compared the Chi square table equal to the mean of the Chi Square normality data requirements was less than the Chi Square table of 53,38, this meant that the Data Normality Requirement was fulfilled which means that the data is normally distributed. Although the reliability test path analysis could not be necessary done, the researchers tested the reliability to test the consistency and reliability of the research instrument used to provide validation which was also tested by the validity test. From data processed result, we obtained that the level of Reliability of each Social Innovation, Investment, Digital Transformation and Business Resilience variable shows that the reliability level of the data was robust and the validity per questionnaire item above 0, 304 which indicates all items of statement are valid. Auto-correlation test and multicollinearity test show the results are free from auto-correlation between variables, so that research could be continued.

From the regression test obtained R square of 0.751 which indicates that the influence of investment, social innovation and digital transformation is 75.1% while the other 24.9% is influenced by other factors. Supported back by the model test with ANOVA that the F test of 37. 3 compared to the F table of 2.852 and a significance level of less than 0.05, illustrated that the cause variable had an influence on the effect variable. With the t test that calculated the coefficients of

each of the cause variables, by comparing t table with t test results were obtained as in Table 3.

Table. 3 The effect between the cause variable and the effect variable partially

	Digital Transformation	Business Resilience
Investment	T test = 4,377 T table = 2,022 Impact on 0.624 and significant	T test = 0,67 T table = 2,022 Impact on 0,115 not significant
Social Innovation	T test = 1,875 T table = 2,022 Impact on 0,267 and not significant	T test = 2,733 T table = 2,022 Impact on 0,397 and significant
Digital Transformation		T test= 2, 648 T table = 2,022 Impact on 0,414 and significant

Source: processed SPSS -2020

Correlation analysis with the Pearson correlation method has found that the relationship between the causal variables and the effect variables was strong and unidirectional correlated as shown in table 4.

Table 4 Correlations test

Variable	Investment	Social Innovation	Digital Transformation	Business Resilience
Investment		0,813	0,841	0,786
Social Innovation	0,813		0,774	0,811
Digital Transformation	0,841	0,774		0,818
Business Resilience	0,786	0,811	0,818	

Source: SPSS-2020

Regression analysis for Structural Regression Equation 1 became:

$$\text{Digital Transformaton} = 0,624 \text{ Investment} + 0,267 \text{ Social Innovatiion} + e$$

Which means that Digital transformation would have an increase of 0.624 from each increase of Investment by 1 unit. Likewise, digital transformation would increase by 0.267 from 1 unit of Social Innovation improvement

Structure Equation 2 became:

$$\text{Business Resilience} = 0.115 \text{ Investment} + 0.397 \text{ Social Innovation} + 0.414 \text{ Digital Transformation} + e$$

The equation of structure 2 it could be interpreted, that Business Resilience would increase in 0.115 from each increase of 1 unit of Investment, increased 0.397 from an increase of 1 unit of Social Innovation, and increased 0.414 of an increase in 1 unit of Digital transformation.

Calculation of direct effect, obtained that the influence of Investment (x1) on Business Resilience (z) was 0.115. The effect of Investment (x1) on Digital transformation (y) is 0.624. The effect of Social Innovation (x2) on Business Resilience (z) was amounted to 0.397. The influence of Social Innovation (x2) on Digital Information (y) is 0.267. The effect of digital information (y) on business resilience (z) was 0.414

While the indirect effect was obtained that the effect of Investment on Business Resilience through Digital Transformation was 0.624 times 0.414 to 0.258. The indirect effect of Social Innovation on Business Resilience through Digital Transformation is 0.109, so the Total Effect of investment on Business Resilience through Digital Transformation was 1.038 and the total effect of Social Investment on Business Resilience was 0.681.

In a separate section, Respondents were asked if capital was used for investment to maintain their business, the largest investment allocation based on three main priorities was to increase working capital, fund promotion and fund investment in ICT, with investment amounts varying from IDR. 1,000,000 up to IDR. 50.000.000, - and the respondent stated that the investment needed for ICT funding was around IDR. 1 million - IDR. 5 million only. While the priority of the source of the investment itself in the largest sequence was derived from personal savings, loans to the bank, company cash reserves and government assistance, other funding sources are also possible but in a very small portion compared to the four sources.

DISCUSSION

Based on the findings on the results of research and analysis found that the most influential on Business Resilience was Digital transformation, followed by social innovation. While the most influential on digital transformation is the addition of investment, social innovation could not encourage digital transformation in this study. This was because the addition of investment in the field of ICT development made it possible to support Digital transformation.

Although the results of social innovations research had an effect on business resilience, Fougère & Meriläinen, (2019) even revealed the bad or the dark side of social innovation towards Business Resilience, they said that the critical thinking of social innovation actually caused disruption rather than dispelling disruption as in the aim of our research. The second dark side was that top-down SI tended to be mobilized on behalf of vulnerable communities, but in neoliberal ways especially related to making these communities more productive for the community, They would be marginalized at the risk, and the third dark side was that SI discourse tends to be too easy to be hijacked by powerful actors who push for their own interests in capital accumulation while calling for people to organize themselves. (Fougère & Meriläinen, 2019). In fact, in our study we discussed how a critical perspective on social innovation could increase resilience. Responding to Fougere's opinion, that there are indeed a number of SME business people who do not agree with the statement that by helping the business community aim as business reinforcement, but the greater part was more amenable that the government and community could help strengthen their SME business. In the study of Misuraca et al (2018) it was said that Social innovation fostering resilience: investing on active labor market policies. (Misuraca, Pasi, & Viscusi, 2018). In contrary to our research, it could be revealed that the investment was in ICT, because it was expected to encourage, to save companies and increased business resilience, although indirectly established through digital transformation. This study contributed to the novelty of our research on business resilience as a result of the causal factors namely Digital transformation and social innovation which would be explained next, so that the answer was even though the conditions were the same as answering the challenges of technological disruption but not in the pandemic era as now. This was proved by evidence of the efforts to invest in ICT based on survey results. This study also provided an argument to the opinion of Taylor (2004) that ICT is only a limited tool that can be used to determine goals (Taylor & Murphy, 2004), however this study, ICT became a shield of Business Resilience against VUCA in this pandemic era.

This answers the findings of the study literature offered by Korber (2018) that learning, transformation explored strategies that entrepreneurial firms used in response to disruption and how those firms in turn contribute to socio-economic transformation and sustainability. (Korber & McNaughton, 2018), who explained that the principles of transformation and business resilience were related to answering disruptive challenges. In this pandemic era, even the most disturbed disturbances cause turmoil, uncertainty, complex problems and unclear how to take one action (ambiguity). However, With Social Innovation and Digital Transformation, Business could still survive and be resistant to VUCA disruption.

CONCLUSION

The results of the study answer that Social Innovation affected Business Resilience and Investment would affect Business Resilience through Digital Transformation. Resilience could successfully dispel volatility, uncertainty, complexity and ambiguity known as VUCA in this pandemic era with digital transformation caused by the addition of investment in ICT in the SME business, they changed from what was not too close to ICT now, like it or not, they must inevitably have to adapt swiftly to carry out transformation to evoke business resilience. The strength of Social Innovation was also important in increasing business resilience, especially in synergy and collaboration with other business actors. Other factors that could improve business resilience were still possible to be investigated.

Research only conducted on SMEs that were affected may develop research for larger corporate organizations to follow this model. And the uniqueness of SMEs in Indonesia might be different from SMEs in other countries, but the outline of the framework would be applicable to larger companies by developing further research on Business Resilience, and its impact on Business Sustainability and Business Performance. Responding that Businesses often have problems with uncertain environments, but small businesses could flexibly deal with uncertainty and wanted to transform. (Didonet et al., 2012). Another factor such as agile supply chain and value co-creation could be considered as another caused to enforce Business resilience in pandemic era.

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