International Journal of Entrepreneurship and Management Practices
IJEMP
EISSN : 2600-8750
Volume 9 Issue 36 (December 2026) PP. 57-68



INTERNATIONAL JOURNAL OF ENTREPRENEURSHIP AND MANAGEMENT PRACTICES (IJEMP)
www.gaexcellence.com/ijemp

BUILDING SUSTAINABLE ORGANISATIONAL RESILIENCE: A CONCEPTUAL PERSPECTIVE ON COLLABORATIVE FORESIGHT AND STRATEGIC ADAPTABILITY

Nur Hanim Harisfathillah[1]*, Noor Hazlina Ahmad[2]

[1]School of Management, Universiti Sains Malaysia, Malaysia
nh.hanim99@gmail.com https://orcid.org/0009-0006-6516-1755
[2]School of Management, Universiti Sains Malaysia, Malaysia
hazlina@usm.my https://orcid.org/0000-0002-5289-3221
*Corresponding Author

Article Info:

Article history:
Received date: 30.09.2026
Revised date: 15.10.2026
Accepted date: 04.11.2026
Published date: 01.12.2026

To cite this document:

Harisfathillah, N. H., & Ahmad, N. H. (2026). Building Sustainable Organisational Resilience: A Conceptual Perspective on Collaborative Foresight and Strategic Adaptability. *International Journal of Entrepreneurship and Management Practices*, 9(36), 57-68.

Abstract:

In an increasingly volatile global landscape characterised by brittle, anxious, non-linear, and incomprehensible (BANI) conditions, small and medium-sized enterprises (SMEs) face compounding disruptions—ranging from economic shifts to geopolitical conflicts—that threaten their long-term survival. This conceptual paper addresses the limitations of traditional, reactive crisis management by proposing an integrative framework designed to build Sustainable Organisational Resilience (SOR) and cultivate competitive advantage. Grounded in the Resource-Based Theory (RBT) and Dynamic Capability Theory (DCT), this study synthesises literature across strategic management, foresight, and adaptability to develop a theoretical model that positions Collaborative Foresight (CF) and Strategic Adaptability (SA) as mutually reinforcing dynamic capabilities. Rather than relying on isolated internal forecasting, the framework demonstrates how SMEs can leverage inter-organisational stakeholder collaboration and agile structural adaptations to continuously sense external trends and reconfigure core competencies. Through a systematic theoretical analysis, five core research propositions are developed, positing that CF and SA directly enhance organisational resilience, which in turn serves as a vital mediating mechanism driving SME competitiveness. The study concludes that transitioning from reactive damage control to proactive, foresight-driven adaptability enables resource-constrained SMEs to absorb environmental shocks, sustain value creation, and ultimately become "BANI-proof" organisations. By bridging the gap between static resource allocation and dynamic capability deployment, this paper offers significant theoretical contributions to RBT and DCT while

International Journal of Entrepreneurship and Management Practices
IJEMP
EISSN : 2600-8750
Volume 9 Issue 36 (December 2026) PP. 57-68

providing practical guidance for SME owner-managers and policymakers seeking to foster resilient business ecosystems. Future empirical validation using quantitative structural equation modelling is recommended to test the proposed conceptual linkages.

DOI: 10.35631/IJEMP.936004

Keyword:

BANI Environment, Collaborative Foresight, Strategic Adaptability, Sustainable Organisational Resilience

© The authors (2026). This is an Open Access article distributed under the terms of the Creative Commons Attribution (CC BY NC) (http://creativecommons.org/licenses/by-nc/4.0/), which permits non-commercial re-use, distribution, and reproduction in any medium, provided the original work is properly cited. For commercial re-use, please contact ijemp@gaexcllence.com.

Introduction

In this modern world, when sudden and unprepared events seem to appear frequently, SMEs need to be prepared for the brittle, anxious, non-linear, and incomprehensible business environment (Current Trends, 2022) to perform sustainably. They continuously operate in this unstable business environment, and SMEs no longer face only temporary disruptions or market-related factors. Events such as the COVID-19 pandemic, geopolitical conflicts and inflationary pressures have changed industry norms, bringing new challenges and opportunities for SMEs. Such disruptions frequently occur concurrently, resulting in cascading impacts that extend far beyond individual markets or industries, putting SMEs at risk in terms of organisational survival and sustainability. Therefore, it stresses the need for SMEs to have high adaptability and organisational resilience to stay sustainable.

Literature Review

The shift in the business environment is named the BANI world, introduced by futurist Jamais Jamais Cascio (2020). Unlike the earlier concept (VUCA), the BANI environment reflects the increasing complexity of multiple interconnected crises that continuously trigger, spread, and interact with one another (Sagar Vishwakarma & Pandey, 2024). These produce numerous layers of unpredictability and interrelated disruption, complicating SMEs' sustainability because they cannot predict and manage crises in isolation. Thus, it will become much more difficult for SMEs to create and maintain sustainable long-term planning (Hokmabadi et al., 2024). Therefore, SMEs owners/businesses need an engaged and innovative workforce or management teams that can foresee and adapt quickly, effectively, and able to maintain it operation (Brassey et al., 2024).

International Journal of Entrepreneurship and Management Practices
IJEMP
EISSN : 2600-8750
Volume 9 Issue 36 (December 2026) PP. 57-68

Sustainable Organisational Resilience (SOR)

To understand sustainable organisational resilience, we need to define and understand each term. First, 'sustainable' or 'sustainability' can be defined as the capacity to maintain some entity (core functions), resources, outcome or process over time (Amanova, 2025). Sustainability has evolved considerably over the past several decades. It is frequently conceptualised not as a static state, but as a dynamic equilibrium.

Sustainability is also an important concept that focuses on conducting activities without compromising the ability of future generations to meet their own needs (Amanova, 2025). The sustainability perspective is commonly reflected through environmental, social, and governance (ESG) considerations. We need to understand that sustainability is a massive, interconnected macro-system (Whiteman et al., 2013). The ability to first understand this macro-system is necessary to solve and understand the problem faced at the organisational level. This broader understanding enables individual organisations to manage resource scarcity and adapt to systemic disruptions within their immediate business environments. Therefore, organisational sustainability refers to when an organisation can operate and continuously create value successfully in the long run while balancing environmental, social responsibilities, economic challenges and impacts (Amanova, 2025).

Today, rather than focusing solely on protecting existing resources, current research emphasises sustaining organisational resilience and competitiveness during turbulent times. Therefore, it helps emphasise the need for a new approach of collaborative foresight and strategic adaptability tools to be utilised in SMEs' operations. The new tools are expected to help in enhancing SMEs' resilience and competitiveness. Furthermore, it becomes clear that building resilience should not be solely a reactive or damage-control mechanism but needs a proactive approach that can align continuously with these rapidly changing environments. SMEs are known for their resource-constrained identity; therefore, waiting for a crisis to hit before foreseeing the disruption and adapting is often fatal. This broader understanding of sustainability is a more significant and essential proactive approach to business long-term survival, allowing businesses to align continuously with their changing environments.

Next, resilience in this study can be defined as the ability to predict, cope with, and adjust to adversity (Nongnuch et al., 2026) and be able to return to acceptable performance levels (Smith, 2024; Verreynne et al., 2023) while maintaining continuous operations (Amanova, 2025). Resilience not only as a response mechanism to disruptions (Nongnuch et al., 2026) but also as a higher-order dynamic capability and strategic capability. This will allow to support long-term sustainability and strategic adaptation in SMEs which then can sustain performance and competitiveness under persistent environmental uncertainty. Therefore, resilience has been receiving more attention in academia (You et al., 2025) due to the recognition of resilience as a vital strategic capability (Kukkamala & Koporčić, 2024) . This disruption refers to interruptions of global supply systems, natural disasters, geopolitical conflicts and wars. SMEs are the most susceptible and affected organisations by these pressures due to their inherent nature of having limited resources in various aspects (Kirill Koniayev, 2023).

Third, understanding organisational resilience is a crucial competitive advantage that extends more than just crisis management. It can be defined as an organisation's ability to bounce back (recover or renew) from unexpected crises, as a response to a disruptive environment, and be able to become stronger than before (Amanova, 2025; Verreynne et al., 2023). To provide an

easier understanding, we can imagine organisational resilience as a bamboo tree in a storm that bends but does not break. The same goes for an organisation or SMEs, which refer to the flexibility that can handle sudden market crashes, geopolitical constraint, or supply chain issues, but still manage to stay in the market. Therefore, the decision to close the business should not exist for a resilient business. This is because a resilient organisation must be able to face and adapt to these various pressures and, after successfully weathering these pressures.

Organisational resilience is regarded as the initial and ultimate option to survive in a chaotic and unpredictable environment (Wided, 2023). A resilient organisation should be able to analyse the crisis and use this data to improve its operations to be better than before. In this study, the concept of "organisational resilience" is adapted to SMEs' resilience to reflect the unique challenges, resource limitations, and adaptive capacities specific to SME organisations. Thus, SOR can be defined as the organisational capacity to effectively respond to disruptions through adaptation, recovery, and learning from the challenges while maintaining the value of the sustainable perspective (Amanova, 2025; Kirill Koniayev, 2023). Therefore, the readiness required to maintain organisational resilience is seen to be generated through a foresight approach. Ensuring the organisation's adaptability is seen to be achieved through a strategic adaptability approach. Both variables are believed to be able to help the SME in facing a dynamic environment (Ahmad et al., 2024; Sagar Vishwakarma & Pandey, 2024). This capability allows the organisation to anticipate potential threats and absorb the shock of disruptive events while maintaining its operational capabilities.

Collaborative Foresight (CF)

CF emerge as a solution towards sustainable management practice to overcome SMEs' internal challenges (Smith, 2024). For example, Malaysian SMEs face significant challenges in surviving market turbulence during the COVID-19 pandemic (Halim et al., 2022). This has prompted a shift towards new business models and resilient strategies tailored to dynamic market conditions, essential for long-term competitiveness. Thus, CF has emerged as a valuable tool, helping SMEs prepare for future risks through the analysis of trends and causal linkages. Furthermore, CF is a new strategic tool that has been used to counter challenges posed by an unstable and dynamic business environment (Ahmad et al., 2024).

The concept of foresight is mainly related to creating a vision of the future. Foresight can be defined as the capacity and systematic effort to anticipate or predict future events (Forouzandeh et al., 2016) and a functional perspective of the future, then utilising the insights into organisationally useful strategies (Almansoori & Asmai, 2021) to achieve a sustainable long-term future. It is a process of thinking, debating, analysing, and shaping the future. It is an important element of decision-making within organisations to develop strategies of forward planning and future-oriented policies (Ahmad et al., 2024; Carayannis et al., 2025). Foresight activities are recognised for their importance in sustainable development (Halim et al., 2022). It is facilitated by shared strategic change, exploring strategic concerns, and strengthening partnerships between partner organisations (Jokinen et al., 2023). This will allow identifying new technologies, opportunities, and challenges, determining sectors with high economic and social profitability for investment and developing strategic planning (Huuhanmäki, 2022).

Next, understanding collaborative. The broadest sense of collaborative is collaboration, which refers to how we do things by focusing on working together. Collaboration refers to teamwork, open and respectful communication, and the integration of multiple perspectives to achieve a

International Journal of Entrepreneurship and Management Practices
IJEMP
EISSN : 2600-8750
Volume 9 Issue 36 (December 2026) PP. 57-68

common goal (Wiener et al., 2020), such as discussion, data gathering and strategic plan development. This approach will bring together individuals or groups with diverse backgrounds, skills, information, and ideas in developing new initiatives and strategic plans to find better solutions for complex problems. Thus, it shows that the collaborative nature is to promote out-of-the-box thinking, lower the risk of being limited to existing models, and help to obtain a clearer picture of the opportunities and threats created by disruptive changes (Wiener et al., 2020). We could conclude that collaborative foresight emphasises a collaborative approach to gathering foresight data, which is then used to address future uncertainties and opportunities, which are then fed into decision-making processes to construct plans.

CF refers to a process that involves multiple stakeholders in jointly exploring, analysing, sharing knowledge and shaping possible futures to achieve common goals (Jokinen et al., 2023; Sarpong & Meissner, 2020) . Furthermore, it is classified as a limited-scale expression between organisations that include only a select group of entities. Which refer this process as a focused, inter-organisational process that involving a limited number of businesses participate that engage collectively in the discussion, and analysis of future developments relevant to their strategic interests (Sarpong & Meissner, 2020). Originally, CF was an extension of strategic foresight. Previous studies suggest that strategic foresight is more typically used by SMEs due to restricted resources (Sarpong & Meissner, 2020), which seem irrelevant in today's chaotic environment, when SMEs confront more complicated and challenging difficulties than ever before (Ahmad et al., 2024). As a result, this study suggests that CF is frequently seen as better suited for today's business environment.

Strategic Adaptability (SA)

SA are proven to be one of the most essential factors for maintaining an organisations or SMEs' resilience (Heunis et al., 2024; Ketemaw & Chalchisa, 2023; Kujala, 2022). Adaptability or adaptation is a notion derived from the natural combination of organisational theory and strategic management (Sarta et al., 2021). Adaptability is a capacity to modify oneself (being flexible) in response to evolving conditions in a pertinent manner (Herman, 2012). SA and strategic flexibility are closely related because they capture distinct dimensions of organisational responsiveness. Strategic flexibility is an organisational characteristic that enables one to quickly grasp what is going on to react swiftly and adapt to the environment, applying the most appropriate sources (Wided, 2023), while strategic adaptability is an organisation's ability to adapt to changes in its environment by altering its strategies, structures, processes, or other essential characteristics in anticipation of and in response to disruptions (Ahmad et al., 2024; Ma, 2024).

The two definitions of SA and strategic flexibility are interrelated with each other without significant differences from each other. Furthermore, SA is also known as strategic change and adaptation (Ketemaw & Chalchisa, 2023). Therefore, SA encompasses not only internal changes, but also the significance of proactive and responsive activities to external stimuli. This adaptability is critical for SMEs to remain competitive and attain long-term viability in a chaotic business environment. According to Schindehutte & Morris (2001), strategic adaptability is the involvement of entrepreneurs' and teams' behaviours in processing environmental information and responding to feedback.

This includes making conscious decisions that generate observable behaviours to bridge the gap between an organisation and its economic and institutional contexts (Sarta et al., 2021). This concept aligns with dynamic capabilities and emphasises adaptive practices rooted in organisational processes (Quansah et al., 2022). Thus, strategic adaptability can be defined as an organisation's ability to adjust and adapt essential components that allow the organisation to enhance resilience by exploiting opportunities and mitigating risks.

Theories

Resource Based Theory (RBT)

In the field of management studies, Resource-Based View (RBT) is widely used by researchers. RBT was developed by Barney (1991) with the aim of predicting that organisations would compete based on their competencies and resources (Ketemaw & Chalchisa, 2023). RBT originated from the Resource-Based View by defining the sources of its characteristics, giving rise to the Natural-Resource-Based View (NRBV), also known as RBT today (Ristyawan et al., 2023). The RBT is used in several operations management topics, such as supply chain and operations strategy (Hitt et al., 2016). It is also widely used by researchers to investigate strategic adaptation (Ketemaw & Chalchisa, 2023) and is the most dominant theory in strategic management research (Hitt et al., 2021).

RBT is a decision framework for selecting and accumulating resources, which is economically rational yet subject to limited knowledge, biases, and causal ambiguity (Ketemaw & Chalchisa, 2023). The theory explains how an organisation’s performance is influenced by its resources. The goal is to clarify how organisations maintain distinct positions in competitive markets (Ketemaw & Chalchisa, 2023). RBT allows organisations to identify and develop competitive advantages by effectively managing rare, valuable, inimitable, and non-substitutable (VRIN) resources (Hitt et al., 2021). By managing VRIN, organisations can achieve competitive advantages, which is critical for operational and strategic effectiveness. Therefore, in the context of SMEs, RBT provides an understanding of how internal strengths and external partnerships can be leveraged to navigate unstable business environments. It helps in analysing how SMEs’ resilience is enhanced in response to their resources. These resources refer to knowledge, skills, networks, technology and assets that SMEs own or acquire (Barney Jay, 1991).

Dynamic Capability Theory

RBT is a foundational framework that has been criticised for being static because it ignores market turmoil and volatility (Teece, 2007; Teece et al., 1997). Then, DCT was developed as an extension of RBT to overcome this gap. This study looks at the assets the SME has as RBT, and how the SME continuously reshuffles and updates those resources through CF and SA to survive market shifts as DCT. Dynamic capability is defined as the ability of an organisation to detect opportunities and challenges (Teece et al., 1997). According to (Almansoori & Asmai, 2021), argue that Dynamic Capability is the ability to integrate, build, and reconfigure internal and external competencies to address rapidly changing environments. The information obtained through this dynamic capability is then used to make transformations to the organisation. In today’s dynamic environment, organisations, whether public or private, must have the capacity to adjust and adapt to the rapid changes around them. These capabilities are important to managing challenges offered by the BANI environment. Therefore, DCT extends

International Journal of Entrepreneurship and Management Practices
IJEMP
EISSN : 2600-8750
Volume 9 Issue 36 (December 2026) PP. 57-68

our understanding of how resources can contribute; it is proven that dynamic capability enables organisations to undergo strategic change and enhance resilience, especially in today's environment (Joussen et al., 2024).

Integrating Collaborative Foresight and Strategic Adaptability

CF and SA offer SMEs a comprehensive framework to address the current competitive business landscape. Empirical research shows that organisational foresight and adaptive capacities are important factors in organisational resilience. As a result, these will lead to improved long-term sustainability of the organisation, as reflected in sustained competitiveness over time. SMEs during the COVID-19 pandemic focused on short-term survival but also sought long-term strategies for success. CF, commonly used in larger organisations, is now essential for SMEs to remain competitive amid increasing uncertainty (Dörr et al., 2024).

Adopting CF is significant because it's encompassing strategic, systematic, co-creative, and business-driven elements, which interconnecting highlights SA's role in enhancing SME resilience and competitiveness in dynamic environments (Ahmad et al., 2024). CF and SA are mutually reinforcing strategic capabilities. CF enables SMEs to collect and interpret information about the future from multiple internal and external sources. These insights form the basis for SA, supporting its translation into strategic decisions and adaptive actions, thus allowing SMEs to react effectively. Their ongoing interaction enhances organisational resilience and adds to long-term competitiveness. Thus, the synergy of collaborative foresight and strategic adaptability equips SMEs to navigate the complexities of modern business, ensuring sustained growth and fostering economic development. In conclusion, these tools are vital for enabling SMEs to succeed and become BANI-proof organisations, as they help organisations to foresee and respond effectively to challenges.

Conceptual Framework

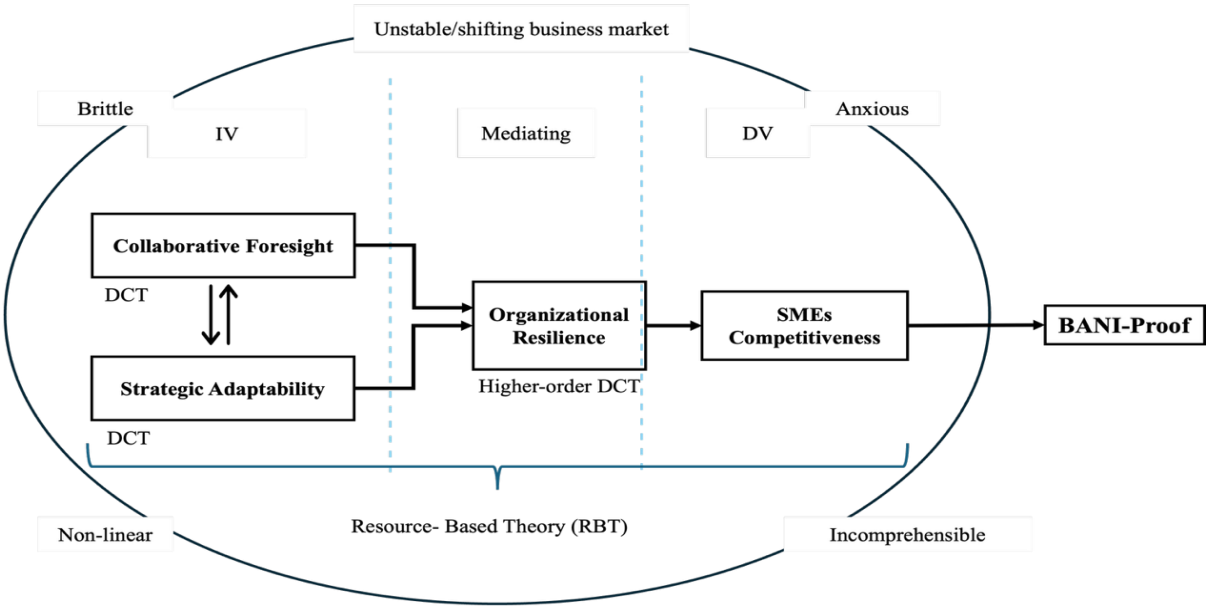


Figure 1 Theoretical Framework

Source: Author

International Journal of Entrepreneurship and Management Practices
IJEMP
EISSN : 2600-8750
Volume 9 Issue 36 (December 2026) PP. 57-68

Figure 1 explains the conceptual relationship between the variables. There are five propositions of hypothesis derived from the framework:

H1: Collaborative foresight positively related to organisational resilience.
H2: Strategic adaptability positively related to organisational resilience.
H3: Collaborative foresight and strategic adaptability positively enhance organisational resilience.
H4: Resilience significantly mediates between collaborative foresight and SMEs competitiveness.
H5: Resilience significantly mediates between strategic adaptability and SMEs' competitiveness.

Discussion and Conclusion

SMEs' resources (CF and SA) will enhance SMEs' resilience, which allows SMEs to respond to disruptions. Resilience acts as a higher-order dynamic capability that allows SMEs to support long-term sustainability and competitiveness. The ability of SMEs to implement these strategic tools in their operation will improve their ability to predict, prepare, and respond quickly and effectively to external changes, which is essential for SMEs to thrive and compete in the BANI environment (Nongnuch et al., 2026; Sagar Vishwakarma & Pandey, 2024). When SMEs collaborate with multiple stakeholders to share data and then analyse it together, as well as use strategic adaptation to adapt to the situation, they can significantly improve both the feasibility and quality of data analytics processes, allowing SMEs to build sustainable organisational resilience and move toward BANI-Proof organisations.

Future Research

Practically, this study framework can be useful for SMEs to sustain in the dynamic business markets. This study contributes to the empirical data and literature of RBT and DCT by presenting a framework that could help SMEs toward BANI-proof.

Besides this, the current study results can facilitate policymakers and SME organisations to become more resilient and competitive under the pressure of the BANI environment. This study provides the mechanism to achieve SMEs' resilience and competitiveness with the aim of becoming a BANI-proof organisation. In addition, the proposed conceptual framework should be empirically validated. The current study also highlights the capabilities to transform the organisational strategies towards sustainable SMEs.

Acknowledgements: The authors would like to express their sincere gratitude to Universiti Sains Malaysia for providing the necessary resources and support throughout the course of this research. Special appreciation is extended to colleagues and peers who contributed valuable insights and constructive feedback, which greatly enhanced the quality of this paper.

Funding Statement: No Funding

Conflict of Interest Statement: The authors declare that there is no conflict of interest regarding the publication of this paper. All authors have contributed to this work and approved the final version of the manuscript for submission to the International Journal of Entrepreneurship and Management Practices (IJEMP)

Ethics Statement: This study did not involve any human participants, animals, or sensitive data requiring ethical approval. The authors confirm that the research was conducted in accordance with accepted academic integrity and ethical publishing standards.

Author Contribution Statement: All authors contributed significantly to the development of this manuscript. Nur Hanim Harisfathillah was responsible for the conceptualization, overall supervision of the study, handled data collection, analysis, and interpretation of results. Noor Hazlina Ahmad contributed to the literature review, drafting, and critical revision of the manuscript. All authors read and approved the final version of the manuscript prior to submission.

References

Ahmad, Abdul Halim, H., T. Ramayah, & Siti Rohaida, M. Z. (2024). Collaborative transformative foresight and strategic adaptability towards VUCA-proof Malaysian SMEs. In *An International Journal* (Vol. 16, Number 4s).

Almansoori, B. S. A., & Asmai, S. A. (2021). Gauging the Importance of Strategic Foresight Factors Affecting Public Organisational Dynamic Capabilities. *International Journal of Sustainable Construction Engineering and Technology*, *12*(5 Special Issue), 352–358. https://doi.org/10.30880/ijscet.2021.12.05.035

Amanova, M. (2025). *Resilience and Sustainability in Organizations: A Conceptual Exploration*.

Barney Jay. (1991). Firm Resources and Sustained Competitive Advantage. *Journal of Management*, *17*, 99–120.

Brassey, J., De Smet, A., Maor, D., & Rabipour, S. (2024). *Developing a resilient, adaptable workforce for an uncertain future*.

Carayannis, E. G., Dumitrescu, R., Falkowski, T., Papamichail, G., & Zota, N. R. (2025). Enhancing SME resilience through artificial intelligence and strategic foresight: A framework for sustainable competitiveness. *Technology in Society*, *81*. https://doi.org/10.1016/j.techsoc.2025.102835

Current Trends. (2022). *Current Trends From VUCA to BANI: how to expect the unexpected*. www.ebi.gov.eg

Dörr, U. S., Schönhofer, G., & Schwarz, J. O. (2024). The state of foresight in small and medium enterprises: literature review and research agenda. *European Journal of Futures Research*, *12*(1). https://doi.org/10.1186/s40309-024-00237-1

Forouzandeh, M., Ghazvini, S. A., Safahani, N., & Moslehi, M. (2016). Analysis of impact of strategic foresight capabilities on organizational performance. *International Business Management*, *10*(6), 865–870. https://doi.org/10.3923/ibm.2016.865.870

Halim, H. A., Zainal, S. R. M., & Ahmad, N. H. (2022). Strategic Foresight and Agility: Upholding Sustainable Competitiveness Among SMEs During COVID-19 Pandemic. *International Journal of Economics and Management*, *16*(SpecialIssue1), 81–97. https://doi.org/10.47836/IJEAMSI.16.1.006

Herman, S. A. (2012). *Adaptability and survival in populations of SMEs Title Page Adaptability and Survival in Populations of Small and Medium Enterprises CORE View metadata, citation and similar papers at core Adaptability and survival in populations of SMEs*.

Heunis, H., Pulles, N. J., Giebels, E., Kollöffel, B., & Sigurdardottir, A. G. (2024). Strategic adaptability in negotiation: a framework to distinguish strategic adaptable behaviors. *International Journal of Conflict Management*, *35*(2), 245–269. https://doi.org/10.1108/IJCMA-02-2023-0028

Hitt, M. A., Arregle, J. L., & Holmes, R. M. (2021). Strategic Management Theory in a Post-Pandemic and Non-Ergodic World. *Journal of Management Studies*, *58*(1), 257–262. https://doi.org/10.1111/joms.12646

Hitt, M. A., Xu, K., & Carnes, C. M. (2016). Resource based theory in operations management research. *Journal of Operations Management*, *41*, 77–94. https://doi.org/10.1016/j.jom.2015.11.002

Hokmabadi, H., Rezvani, S. M. H. S., & de Matos, C. A. (2024). Business Resilience for Small and Medium Enterprises and Startups by Digital Transformation and the Role of Marketing Capabilities—A Systematic Review. In *Systems* (Vol. 12, Number 6). Multidisciplinary Digital Publishing Institute (MDPI). https://doi.org/10.3390/systems12060220

Huuhanmäki, J. (2022). *Opening the corporate foresight activity: Coopetition as a special type of collaboration*.

Jamais Cascio. (2020). *Facing the Age of Chaos*. https://medium.com/@cascio/facing-the-age-of-chaos-b00687b1f51d

Jokinen, L., Balcom Raleigh, N. A., & Heikkilä, K. (2023). Futures literacy in collaborative foresight networks: advancing sustainable shipbuilding. *European Journal of Futures Research*, *11*(1). https://doi.org/10.1186/s40309-023-00221-1

Joussen, T. P., Kanbach, D. K., & Kraus, S. (2024). Enabling Strategic Change Toward Resilience: A Systematic Review From a Dynamic Capabilities Perspective. In *Strategic Change*. John Wiley and Sons Inc. https://doi.org/10.1002/jsc.2626

Ketemaw, A., & Chalchisa, A. (2023). *Effect of Strategic Change and Adaptation on Organizational Performance A Comprehensive Literature Review*. https://doi.org/10.21203/rs.3.rs-2785766/v1

Kirill Koniayev. (2023). *Building Resilience in SMEs: The Power of Adaptability, Sustainability, Technology and Risk Management*. https://www.lsst.ac/?print-my-blog=1&post-type=post&statuses%5

Kujala, J. (2022). *Strategic adaptation in SMEs*.

Kukkamala, P. K., & Koporčić, N. (2024). *Building Resilient SMEs: A Multi-Level Approach*. https://cmr.berkeley.edu/2024/03/building-resilient-smes-a-multi-level- approach/

Ma, Z. (2024). Strategic adaptability, cross cultural management and organizational learning: Basis for developing organizational adaptability framework. *International Journal of Research Studies in Management*, *12*(8). https://doi.org/10.5861/ijrsm.2024.1209

Nongnuch, P., Thananusak, T., & Hallinger, P. (2026). SME resilience in response to business disruptions: A bibliometric review. In *Sustainable Futures* (Vol. 11). Elsevier Ltd. https://doi.org/10.1016/j.sftr.2026.101864

Quansah, E., Hartz, D. E., & Salipante, P. (2022). Adaptive practices in SMEs: leveraging dynamic capabilities for strategic adaptation. *Journal of Small Business and Enterprise Development*, *29*(7), 1130–1148. https://doi.org/10.1108/JSBED-07-2021-0269

Ristyawan, M. R., Putro, U. S., & Siallagan, M. (2023). Decision making mechanism in resource based theory: A literature review, synthesis, and future research. In *Cogent Business and Management* (Vol. 10, Number 2). Cogent OA. https://doi.org/10.1080/23311975.2023.2247217

Sagar Vishwakarma, S., & Pandey, S. K. (2024). *Agile Transformation: Business Strategies and Best Practices for VUCA and BANI World*. https://doi.org/http://dx.doi.org/10.5772/intechopen.1006870

Sarpong, D., & Meissner, D. (2020). *Corporate Foresight and Innovation Management*.

Sarta, A., Durand, R., & Vergne, J. P. (2021). Organizational Adaptation. *Journal of Management*, *47*(1), 43–75. https://doi.org/10.1177/0149206320929088

Schindehutte, M., & Morris, M. H. (2001). Understanding strategic adaptation in small firms. *International Journal of Entrepreneurial Behaviour & Research*, *7*(3), 84–107. https://doi.org/10.1108/EUM0000000005532

Smith, H. K. (2024). *Collaborative Supply Chain Networks: A Key to SME Resilience in the New Normal*. https://www.researchgate.net/publication/383947397

Teece, D. J. (2007). Explicating dynamic capabilities: The nature and microfoundations of (sustainable) enterprise performance. *Strategic Management Journal*, *28*(13), 1319–1350. https://doi.org/10.1002/smj.640

Teece, D. J., Pisano, G., & Shuen, A. (1997). Dynamic capabilities and strategic management. *Strategic Management Journal*, *18*(7), 509–533. https://doi.org/10.1002/(SICI)1097-0266(199708)18:7<509::AID-SMJ882>3.0.CO;2-Z

Verreynne, M. L., Ford, J., & Steen, J. (2023). Strategic factors conferring organizational resilience in SMEs during economic crises: a measurement scale. *International Journal of Entrepreneurial Behaviour and Research*, *29*(6), 1338–1375. https://doi.org/10.1108/IJEBR-07-2022-0681

Whiteman, G., Walker, B., & Perego, P. (2013). Planetary boundaries: Ecological foundations for corporate sustainability. *Journal of Management Studies*, *50*(2), 307–336.

Wided, R. (2023). IT Capabilities, Strategic Flexibility and Organizational Resilience in SMEs Post-COVID-19: A Mediating and Moderating Role of Big Data Analytics Capabilities. *Global Journal of Flexible Systems Management*, *24*(1), 123–142. https://doi.org/10.1007/s40171-022-00327-8

Wiener, M., Gattringer, R., & Strehl, F. (2020). Collaborative open foresight - A new approach for inspiring discontinuous and sustainability-oriented innovations. *Technological Forecasting and Social Change*, *155*. https://doi.org/10.1016/j.techfore.2018.07.008

You, Y., Latada, F., Bo, P., & Donghai, H. (2025). Review and Prospects of Organisational Resilience Research. *Environment-Behaviour Proceedings Journal*, *10*(SI24), 57–63. https://doi.org/10.21834/e-bpj.v10iSI24.6366