Embracing Crisis: What Change in Business Resilience and Growth Strategy After Pandemic

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Abstract: This paper aims to elaborate changing in business resilience and growth as basic reaction of crisis. By making a proposed model for business sustainability after crisis, this study detailed resilience and growth to stages to explain both processes. The model can also assist entrepreneurs to deal with crisis in term of what to do and what condition will they face. This qualitative study used purposive sampling and 13 case studies were included to build line-in-line coding and shape a proposed model by conducting semi-structured interview and FGD. Basically, this study reveals resilience and growth steps to help entrepreneurs to avoid misleading strategy. To complete the findings, we found that digital imperatives can faster both processes to reach sustainability. This paper draws on organisational
resilience theory by using stages and deliver a bridge to achieve business sustainability and provides more practical steps to deal with crisis and gain business sustainability.

Keywords: SMEs; Business Sustainability; Business Resilience; Business Growth; Crisis;

1. Introduction

Crisis is ever-present and all business sectors are hit badly every time crisis appear, either its political crisis, economic crisis or natural crisis. Nowadays, we experience a kind of crisis in a shape of pandemic, that is Covid-19 outbreak. It causes more than 41.6% Small and Medium Enterprises (SMEs) close down worldwide (Bartik et al., 2020), making unemployment rate raises significantly, force people to stay at home and reduce productivity level. Some business sectors even need to stop their operation these past 2 (two) years such as tourism and leisure sector. Even Though, both large and small business are impacted by this crisis, with a natural characteristic of small business which have limited resource, limited funding and network, SMEs experienced worse impact and made their business sustainability on the stake. This phenomenon is interesting, not only to know the cause of the crisis but moreover, strategies towards business sustainability. In fact, with a high number of business bankruptcy, high level of business debt, low level income and so on, achieving business sustainability nowadays becomes more challenging.

Contemporary researches about Covid-19 effects both in large and small firms can be found easily. Literatures discussed more about business model (Breier et al., 2021; Crick & Crick, 2020; Seetharaman, 2020), marketing strategies (Crick & Crick, 2020; Kang et al., 2021), supply shock and inflation (Meyer et al., 2021). In term of business sustainability, current literatures regarding to crisis relate sustainability to competitiveness, capabilities and competencies (Hamilton, 2020), Supply chain (Karmaker et al., 2021; Sarkis, 2021; Schaltegger, 2020), enterprise effectiveness (Obrenovic et al., 2020), human resource (Womoh et al., 2020). Aldianto et al (2021) underlined that business resilience provides capability, behavior and knowledge to pursue business sustainability after crisis. Following to that, dynamic growth caused by applied strategies such as: open innovation, creative campaign and leadership are proven to successfully achieve business sustainability (Aldianto et al., 2021; Yun et al., 2020).

This research focuses to the last two variables stated above which are resilience and growth. Both unarguably relate and support business sustainability. However, previous researches mostly discuss about resilience and growth as strategies and tools for business sustainability (Aldianto et al., 2021), (Yun et al., 2020), (Reinmoeller & Van Baardwijk, 2005), (Pettit et al., 2010), (Mzid et al., 2019). In fact, resilience is a complex entity that require strategies and steps to achieve it, so does growth. Hence, we need to elaborate and discuss more in-depth to create contribution in theory development. This research aims to discover resilience stages to completely achieve business sustainability and growth strategy after getting hit by crisis that have not been elaborated completely by previous literatures.

This study draws to organizational resilience theory enhanced by Aldianto et al (2021). The authors base organizational resilience theory which values innovation, capability and leadership to explain start up resilience. Organizational theory aims to achieve business sustainability is composed of business growth that rationally optimize objectives of SMEs. Organizational resilience is used to enhance crisis
literatures by including resilience and growth stages as strategies and approach to achieve business sustainability.

Following to that, this research focus to SMEs as the milestone of economic growth in Indonesia. To be specific, this study focus to SMEs in culinary industry which is the most operated SMEs in Indonesia, since Indonesia has high level of Micro and Small F&B Business which reach 3.9 million in 2019 (Rizaty, 2021).

To answer those aims, this research attempts to answer:

RQ1. What change in SMEs resilience and growth after crisis?
RQ2. What variable can bridge and accelerate business resilience and growth?
RQ3. What strategies can be adopted to achieve business sustainability after crisis?

2. Literature review

Business sustainability is a common topic in management and business study. So far, the concept has been related to entrepreneurs’ character, funding, networks, strategy and else (Hamilton, 2020; Schaltegger, 2020; Yun et al., 2020). It is also considered as a major goal in business in spite of its challenges both from internal and external of the business. Internal challenges cover leadership, team, innovation, funds and commitment (Sun et al., 2018) and external obstacle cover Political, Economic, Social, Technological, Environmental and Legal (PESTEL). Michael Porter even discussed about 5 forces that affect business sustainability and well known as Porter’s 5 Forces (Porter, 1979).

Along with above challenges, we are currently face unpredictable challenge that led to crisis, which is Covid-19 pandemic. This crisis raises difficulties for business in achieving its sustainability especially to small business that neglected to fragile condition, from limited resources to technology, human resource to fund. To cope to that issue, business need to survive using its own ability and resources and the basic needs of that is business resilience.

2.1. Resilience post crisis

Even though the notion of resilience firstly known in psychology (Chadwick & Raver, 2020; Schwarz, 2018), ecology (Gunderson, L., 2002; Standish et al., 2014), organization (Gary & Välikangas, 2003; Kantur & Iseri-Say., 2012), climate change (Martinelli et al., 2018), geography (J. P. Evans, 2010) and engineering (Kammouh et al., 2020) resilience in business has also been discussed deeply. The sources of resilience include individual characteristics, motivation, self-efficacy, (Hmieleski et al., 2015; Vries & Shields, 2006) However, resilience takes deeper role than individual impact only. Resilience can be a trigger for recovery process and transformation, where it becomes the basic response of disruption and crisis to shape an adaptive move towards new situation and trend (Martin, 2012; Rose & Liao, 2005)

As a basic response to change, resilience can strengthen one’s intention in starting and continuing their business. This phrase can explain why some people can start their business and others not (Korber & McNaughton, 2018). Apart from affecting entrepreneurs’ characteristics, resilience can also affect organizational behavior and shaping business culture. Lastly, apart from responding disruption, resilience can help entrepreneur in responding failure to avoid business closure (Fredrickson, 2001). Resilience in business focuses on corporate attributes, risk awareness, risk protection, competitive advantage, strategic management and resilience in supply chain (Demmer et al., 2011; Pettit et al., 2010; Reinmoeller & Van Baardwijk, 2005; Sheffi & Rice, 2005). Specifically for SMEs that have limited
resources, resilience concept is very important to measure entrepreneurial success. Further research touch SMEs resilience in business characteristic, local ownership and how SMEs resilience build community resilience and vice versa (Adekola & Clelland, 2020).

However, resilience post crisis hits different level to SMEs. It is not only related to characteristics, motivation and competitive advantages, but also relates to social capital (Torres et al., 2019), innovation ambidexterity (Aldianto et al., 2021), social network (Pham et al., 2021), set of capabilities (Zighan et al., 2021) and storytelling (Haloub et al., 2022). Recent research also ties SMEs resilience to various crises and how some SMEs can survive crises and some not (Saad et al., 2021).

2.2. Growth post crisis.

Growth has a strong relationship to business sustainability as one basic measurement to acknowledge business survival. Growth can be identified from several aspects such as how long has the business run? how is business financial performance? How develop the business over time? Compare to conventional business who pick to be resilient without paying much attention to growth, younger generation is on contrary. Young entrepreneurs focus more to their business expansion where growth plays a big impact to it. Pursuing growth is essential to them, hence various contemporary and adaptive strategies are developed in order to support their growth. Literature recorded strategies for growth include implementing creativity, leadership, control and collaboration (Greiner, 1972). Other mentioned profit generation and market expansion as growth strategies (Churchill; & Lewis, 1983). Meanwhile, Storey and Greene (2010) argued that in order to grow, business need to pay attention more to its declining phase in order to set a strategic steps in avoiding it (Storey & Greene, 2010).

Recent literatures explored the relationship between purchasing risk and consumer attitudes in growth stage of product life cycle (Horvat & Ozretić Došen, 2013). Other stated how digitalization, industry revolution and dynamic shorten business growth stages from 6 stages to 3 stages (Bachtiar & Amin, 2019) where rapid change and competitors become main reasons behind this phenomenon. Apart from that, growth stage model is essential to choose a right time for diversification strategies where this model provides suggestion and show possibilities to do so (Bachtiar, 2020).

Lastly, business growth is also influenced by business environment, so to maintain it, business must be able to adapt to changing environmental conditions especially crisis. Growth after crisis faces a great challenge because business needs to rediscover its business flow, regain their customers and in the same time acquiring new customers. This study will show how business growth and growth stage model evolve after crisis and its implication to business sustainability.

2.3. Business Sustainability post crisis

Achieving business sustainability is a common goal for business. However, crisis as an external force makes sustainability hard to attain. Keep in mind that crisis is always around, mean that business sustainability will always encounter a lot of difficulties. Literatures recorded some strategies towards business sustainability, from: management, leadership and ethics (Tur-Porcar et al., 2018), strategy, operational and environmental protection (Hoffman & Ross, 2018) to social media analytics and big data (Uthayasankar et al., 2020).

In fact, basic elements of business sustainability includes economic, social and environment which well-known as Triple-P model for Profit, Planet and People or mostly stated as Triple Bottom Line (TBL)
model (Elkington, 2013). It means that to be able to sustain in the market, business needs to fulfil its needs in those three dimensions where each equipped by values that straightly divided as seen in figure 1 below:

![Figure 1. Sustainability Values (S. Evans et al., 2017)](image)

Figure 1 illustrates key elements of each dimension in business sustainability that can be used as basic strategies and approaches in fulfilling each dimension. By using the values, entrepreneurs may get profitable income comes from economic value and in the same time achieving positive impact to its surrounding by applying environmental and social values. This model is conceptualized balance role of business to be able to sustain in the market.

Recent literatures seeing business sustainability in various point of views from creating business model innovation for business sustainability (S. Evans et al., 2017), introducing eco-systematic framework for sustainability to foster innovation in sustainability process (Sun et al., 2018), setting co-relationship with stakeholders to maintain long time sustainability for SMEs (Manzaneque-Lizano et al., 2019) to sustainability for supply chain by using environmental dimension in TBL model to overcome crisis (Sarkis, 2021).

3. Research Methodology
3.1. Research Context and Setting
Indonesia has faced various crises over these two decades. From monetary crisis in 1998, Bali bombing in 2002, Global economic crisis in 2008 to this covid-19 pandemic. Differ to the last 3 crises in 1997, 2002 and 2008 where MSMEs were the savior for Indonesian economy, this recent crisis happened on contrary. In this covid-19 pandemic, MSMEs were the first to be hit and it can be seen from the high percentage of SMEs closure these past 2 years start from the first pandemic occurred in 2019. Furthermore, Magelang city was chosen as research location for this study due to the large number of MSMEs in all sectors. Data taken from Indonesian Statistic Centre in 2021 mentioned that there are 3488 MSMEs in Magelang (Dinas koperasi dan UMKM Republik Indonesia, 2021). For this research, initial data was collected in early 2021 during Covid-19 crisis using questionnaire. This research applied Purposive sampling to limit the research object with categories cover culinary business, permanent place (not mobile) and established more than 2 years. Then the following interview which was semi
structured interview conducted around June-July 2021 to selected samples to discover more in-depth data.

3.2. Research Method

This research applied qualitative approach which considered to be a suitable method in digging respondents’ attitude, feeling, opinion and behavior to be used in analysis design (Kothari, 2004; Yin, 2009). However, especially to discover the accelerating variable, we used descriptive quantitative approach in getting the answer. In selecting the respondents and samples, we used purposive sampling with characteristics namely business in F&B (Food and Beverage) sectors, has more than 3 employees and has been in business in more than 2 years. In this case there are 778 respondents suit the criteria. Hence, for the quantitative setting, we shared the questionnaire to 778 respondents and for the qualitative setting, since this is case study based, we chose the samples that have experienced business downturn in period 2019 - 2021 but still run their business until now without reducing its employees. For that case, we conducted in-depth interview and observation to 17 business owners around Magelang city and regency, Indonesia. Table 1 below are the samples characteristics:
Table 1. Sample Characteristics

<table>
<thead>
<tr>
<th>Samples</th>
<th>Type of business</th>
<th>Size of business</th>
<th>Established from</th>
<th>Type of interview</th>
<th>New business/business model during pandemic</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Restaurant</td>
<td>Micro</td>
<td>2017</td>
<td>Face-to-face</td>
<td>Expand to non-food business</td>
</tr>
<tr>
<td>2</td>
<td>Traditional Drink</td>
<td>Small</td>
<td>2015</td>
<td>Face-to-face</td>
<td>Selling their product direct to customers in some government offices</td>
</tr>
<tr>
<td>3</td>
<td>Traditional Food</td>
<td>Small</td>
<td>2018</td>
<td>Face-to-face</td>
<td>-</td>
</tr>
<tr>
<td>4</td>
<td>Beverage/Drink</td>
<td>Micro</td>
<td>2018</td>
<td>Face-to-face</td>
<td>Selling food in their stall</td>
</tr>
<tr>
<td>5</td>
<td>Snack</td>
<td>Small</td>
<td>2017</td>
<td>Face-to-face</td>
<td>Selling drink in their stall</td>
</tr>
<tr>
<td>6</td>
<td>Snack</td>
<td>Small</td>
<td>2018</td>
<td>Face-to-face</td>
<td>-</td>
</tr>
<tr>
<td>7</td>
<td>Korean Snack</td>
<td>Medium-sized</td>
<td>2019</td>
<td>Face-to-face</td>
<td>Release new menus</td>
</tr>
<tr>
<td>8</td>
<td>Beverage/Drink</td>
<td>Small</td>
<td>2019</td>
<td>Face-to-face</td>
<td>-</td>
</tr>
<tr>
<td>9</td>
<td>Restaurant</td>
<td>Small</td>
<td>2015</td>
<td>Telephone</td>
<td>Adding menu</td>
</tr>
<tr>
<td>10</td>
<td>Traditional Food</td>
<td>Micro</td>
<td>2016</td>
<td>Face-to-face</td>
<td>Providing delivery service</td>
</tr>
<tr>
<td>11</td>
<td>Japanese Food</td>
<td>Micro</td>
<td>2019</td>
<td>Face-to-face</td>
<td>Providing Indonesian snack</td>
</tr>
<tr>
<td>12</td>
<td>Beverage/Drink</td>
<td>Medium-sized</td>
<td>2018</td>
<td>Telephone</td>
<td>Add more drink varieties</td>
</tr>
<tr>
<td>13</td>
<td>Snack</td>
<td>Medium-sized</td>
<td>2019</td>
<td>Telephone</td>
<td>Selling ricebowl</td>
</tr>
</tbody>
</table>

Before data collection, we informed the aims, requirements and confidentiality of this study and getting their agreement to continue to interview round. We asked early questions such as length of business operation, location, income, challenges to their experience in running their business. Following to that, sample selection used snowball sampling due to its excess in finding suitable samples (Denzin & Lincoln, 2008). This data collection process started by contacting two key samples, who then suggested other samples. However, to assure data diversity, we informed the key samples regarding type of business, size of the business, length of operation, gender, education level, growth strategy before suggesting others. We also assure that triangulation method for qualitative approach was included from using various background respondents to cover more point of views. Data was also taken using different ways from face-to-face interview, observation and video/zoom interview with semi-structured questions. Lastly, data was validated by expert that have been appointed during data analysis.
4. Discussion

4.1. Resilience pattern post pandemic

Resilience strategy is essential to achieve business sustainability especially in competitive environment (Winnard et al., 2015). Following to that, resilience has strong relationship to entrepreneurs’ character. Literature also stated poor resilience may cause erroneous and unexpected outputs that harm SMEs sustainability (Winnard et al., 2015). This research tries to find any changing or perhaps development of resilience concept after crisis. Hence, we dug deeper to resilience strategy applied by respondents and discovered some patterns and themes as can be seen in Table 2

<table>
<thead>
<tr>
<th>Line-by-line Coding</th>
<th>Pattern</th>
<th>Theme</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resilience hinders me to close my business and it’s like my respond to any failure I face in running my business</td>
<td>Failure, Survive, Sustain</td>
<td>Resilience</td>
</tr>
<tr>
<td>I don’t know the real mean of resilience but if you mean I need to survive to sustain my business, yes I do, I don’t give up easily, maybe that’s resilience for me</td>
<td>Not Giving Up</td>
<td>Awareness</td>
</tr>
<tr>
<td>I faced an extreme profit loss last year (2020), but this is my only source of income so, I sell smaller portion with cheaper price. I need to survive no matter what and being resilient is the main thing I do while waiting for any support from local government</td>
<td>Period, Slow, Recovery</td>
<td>Resilience</td>
</tr>
<tr>
<td>I sell Crips to tourist but during this pandemic I can’t sell a lot. I tried to sell another snack to survive. Hope the condition can be normal soon</td>
<td>Survive, New Strategy</td>
<td>Adaptive</td>
</tr>
<tr>
<td>How to sustain my business? so far, I follow others by setting low price strategy, using social media and longer my business operation time. But, far before that being consistent, commitment, motivated, patient and stay resilient help me a lot</td>
<td>Sustain, Strategy</td>
<td>Resilience</td>
</tr>
<tr>
<td>The problem mostly comes from the owner. We need to be agile and resilient to stay in business</td>
<td>Consistent, Commitment, Motivated, Patient, Agility</td>
<td>Action</td>
</tr>
</tbody>
</table>

Even though resilience was defined as a basic response emerged after crisis, this study argues that, resilience developed into more detailed approach and creates stages to simplify entrepreneurs in adapting resilience strategy to their business. As seen in above table, patterns are shown in entrepreneurs’ character, time period, commitment, allowing resilience themes emerge as resilience awareness, resilience adaptive and resilience action.
4.2. Business Growth Post Crisis.

As a major measurement to business successful and continuity, growth is something we need to pursue in business. Business growth can be achieved by implementing growth strategy, marketing, innovation and effective management (Bachtiar et al., 2020). However, pursuing growth is more challenging in the time and post crisis. Here, we elicited growth strategy applied by respondents and discovered some patterns and themes emerged as response to crisis as stated in Table 3.

<table>
<thead>
<tr>
<th>Line-by-line Coding</th>
<th>Pattern</th>
<th>Theme</th>
</tr>
</thead>
<tbody>
<tr>
<td>Growth is difficult during crisis. Especially with more competitors show up. For</td>
<td>Competitors, crisis</td>
<td>No Growth</td>
</tr>
<tr>
<td>food business like mine, I don’t think we experienced growth in the time of crisis.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>When the first lock down back in 2020, I closed my business temporally. So, I don’t</td>
<td>Business closure,</td>
<td></td>
</tr>
<tr>
<td>think there was growth back then</td>
<td>lock down</td>
<td></td>
</tr>
<tr>
<td>Instead of closing down, I tried to open pre order service. It helped my business</td>
<td>Technology,</td>
<td></td>
</tr>
<tr>
<td>growth and pay off bills</td>
<td>social media,</td>
<td></td>
</tr>
<tr>
<td>Luckily, we have technology, I joined Gofood and Grabfood and it worked well so far</td>
<td>mobile app, pre</td>
<td></td>
</tr>
<tr>
<td>Social Media and Mobile apps are quite help during this pandemic, I can’t put my</td>
<td>order</td>
<td></td>
</tr>
<tr>
<td>hope to dine in customers due to the restriction, but selling my products online can</td>
<td></td>
<td></td>
</tr>
<tr>
<td>make me survive this crisis</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The condition is getting better these past months; however, the competition is also</td>
<td>Competition,</td>
<td></td>
</tr>
<tr>
<td>tight. I decided to diversify my product to try to grab new customers</td>
<td>new Growth Force</td>
<td></td>
</tr>
<tr>
<td>I’m not only in F&amp;B now. I expand my business to selling consumer goods. People need</td>
<td>Competition,</td>
<td></td>
</tr>
<tr>
<td>them daily for sure</td>
<td>customers,</td>
<td></td>
</tr>
<tr>
<td>I open another pop-up store in another location and looking at its sales so far, it</td>
<td>business expansion</td>
<td></td>
</tr>
<tr>
<td>seems like a good decision of mine.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>What to do in the next crisis? I’m not really sure what kind of crisis will show up</td>
<td>Pursuing growth,</td>
<td>Sustainable growth</td>
</tr>
<tr>
<td>in the future. But, with or competitors, sustain</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
without crisis, I realize that I need to keep pursuing growth

Due to more competitors in the market, I can’t stop to grow my business. It will really help me to sustain my business in the market.

Growth is a must for business sustainability and expansion. It is easier to pursue growth in normal condition. However, when crisis occurs, achieving growth becomes more challenging. Previous theory about growth stage of business explained us stages business needs to go through in order to improve its performance. The models stated points from leadership model for each business stage, growth strategy per stage to top management’s job for every growth stage (Churchill; & Lewis, 1983; Greiner, 1972; Scott & Bruce, 1987; Storey & Greene, 2010).

Alike resilience, business growth as we found in data collection also develop. It is not only containing stages of business based on its growth but growth itself is developing and come in sequence from no growth at all in the beginning of the crisis, the need of growth support to return any growth activity within firm, continue to growth forced by using additional media such as technology and finally the achievement of sustainable growth in order to prepare business for any uncertain condition.

4.3. Resilience and Growth Supplement

As stated above, resilience is a basic response to crisis, growth is basic requirement and both are tools to achieve business sustainability. However, during and post crisis, the needs of resilience and growth are expanding and challenging, where on the other hand, due to external challenges such as new competitors, substitute products and else, reaching sustainability is harder. Hence, this study argues that there is a need for resilient and growth supplement that assist both elements to work faster and bridge them to strengthen SMEs position in the market and achieving business sustainability.

There are countless strategies to achieve business sustainability. In this study, we consider digital imperatives in business as link and bridge to faster resilience and growth process towards business sustainability. Digital imperative in business raises due to the high interdependency of businesses to technology. All types and size of business are implemented technology in their daily operation, planning and strategy. Technology utilization turns business to be digitalized. On the other hand, Digitalization is also becoming one potential sustainability weapon for business to survive in the market (Brenner, 2018) (Hoffman & Ross, 2018) (Villa-Henriksen et al., 2020) due to its role in changing firms’ business model and accelerate growth.

The research about technology implementation in business emerged since the blast of internet in early 2000 and rapidly increased this past decade. Data in 2017 indicated 53% business in the world both Large Organizations (LOs) and Small and Medium Enterprises (SMEs) have already depended their activities in technology and the usage of internet network (Lazar, 2017) and this number is still enhancing. The most update data in 2018 indicated that more than two third businesses in the world are exploiting technology and internet usage in their daily activities (UNCTAD, 2021).
Following to that, number of technology-based business establishment among business increases significantly these past years. This claim is proven by the data shown that technology based business especially technology based startup is escalating through (Hudson, 2015; Rudden, 2021) On the other hand, Jovkic et al (2017) underlined that high extend of technology development can be used to gain better market position and it is applied for all type of business (Jovkić et al., 2017).

To strengthen our choice, we firstly used some variables relate to business sustainability from previous literatures, such as: human capital (Brixy & Grotz, 2007; Schutjens & Wever, 2000), financial factors (Altman I Edward, 1968; Brixy & Grotz, 2007; Platt & Platt, 1990), management (Tur-Porcar et al., 2018), digital maximization (Bachtiar et al., 2021). We then asked a basic question, what do they need most to sustain their business during and after crisis? For this matter, we shared the questions via online and face-to-face to our original respondents which are F&B SME owners across cities in Daerah Istimewa Yogyakarta (DIY) and Central Java. Table 4 presents the responses regarding the elements which enhance business sustainability.

<table>
<thead>
<tr>
<th>Variables</th>
<th>Result</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human Capital</td>
<td>112</td>
<td>14%</td>
</tr>
<tr>
<td>Financial Factors</td>
<td>235</td>
<td>31%</td>
</tr>
<tr>
<td>Management</td>
<td>97</td>
<td>12%</td>
</tr>
<tr>
<td>Digital Maximization</td>
<td>334</td>
<td>43%</td>
</tr>
<tr>
<td>Total</td>
<td>778</td>
<td>100%</td>
</tr>
</tbody>
</table>

Based on above table, we used digital maximization as resilience and growth supplement to get business sustainability. We also tried to elicit this variable to the samples in in-depth and semi structured interview and gaining some points regarding digital imperatives in business.

4.4. Digital imperative in business.

Utilization of digital media in business commonly found nowadays. From the exploitation of social media, website, digital advertisement to big data are used based on business needs. In SMEs, digital imperatives are applied in some ways. In fact, there are difficulties to jump from traditional business to technology-based business, However, when business owners have adapted and implemented it, they will get more benefit (Suhaeli & Bachtiar, 2019)

The privilege of digitalization is not limited to above examples. There are a lot of ways digital may help to increase SMEs performance. Some of them covers having website may increase their professional presence, Search Engine Optimizer (SEO) and Search Engine Marketing (SEM) may help in promoting the business, email marketing and the usage of affiliate marketing. However, all respondents unfortunately have not been maximized those digital privileges. Here, we explored digitalization strategies applied by samples and discovered patterns and themes as can be seen in Table 5.
Table 5. Digital Imperatives in SMEs

<table>
<thead>
<tr>
<th>Line-by-line Coding</th>
<th>Pattern</th>
<th>Theme</th>
</tr>
</thead>
<tbody>
<tr>
<td>I use Facebook, Instagram and e-commerce platform, Nowadays, I also use tik tok</td>
<td>Social Media, E-</td>
<td>E- Digital Exploitation</td>
</tr>
<tr>
<td>all of them increase my income to more than 50%</td>
<td>Commerce, Platform</td>
<td></td>
</tr>
<tr>
<td>Social media along with gofood and grabfood help my business a lot during this</td>
<td></td>
<td></td>
</tr>
<tr>
<td>pandemic</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I use simple website, at least it can help me to show my professionalism in</td>
<td>Website, Professional,</td>
<td></td>
</tr>
<tr>
<td>virtual world. I sometimes use google ads or instagram ads to boost sales</td>
<td>Ads, Digital</td>
<td>Promotion, Digital</td>
</tr>
<tr>
<td>Competitor in Food business is countless. I need to promote my business more.</td>
<td></td>
<td>Imperatives</td>
</tr>
<tr>
<td>Using digital marketing is a must I think</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Based on the table above, we discovered that digitalization becomes the most preferable tools in pursuing business sustainability during and after crisis. Hence, we put them all together in a proposed model towards business sustainability after crisis.

4.5. Towards Resilience and Growth Stage model for Business Sustainability

This study draws on previous entrepreneurship literature in resilience (Aldianto et al., 2021) and growth stage model (Storey & Greene, 2010). Those concepts are applied to examine how resilience and growth expand during and post crisis, as well how digitalization takes part on it. Our findings show that resilience and growth are expanding and develop during crisis to some stages that need to be experienced and handled by entrepreneurs. This finding answers RQ1 that there is a significant changing in resilience and growth during crisis. Following to that, there is a need of another variable that able to faster resilience and growth process to achieve business sustainability. This discovery answers RQ2 that digitalization becomes accelerator and bridge resilience and growth towards business sustainability. The F&B SMEs owners in our study explained that they went through essential stages in order to maintain and create resilience and growth in their business.

As mentioned previously, crisis is ever present, crisis leads to next level of business resilience and growth and achieving sustainability becomes more challenges. This study set a proposed model in order to lead entrepreneurs towards business sustainability as seen in Figure 2:
4.6. Growth Stage model Development for Business Sustainability After Pandemic

GSM model developed overtime. However, there is always similar pattern in each model which are strategies to overcome each stage, curve in showing business growth and business development over time (Bachtiar & Amin, 2019; Churchill; & Lewis, 1983; Greiner, 1972; Steinmetz, 1969; Storey & Greene, 2010).

This study draws previous GSM by Bachtiar & Al-Amin (2019) and extend it based on current crisis period by adding crucial stages found in our data collection and analysis. Due to modern challenges as stated earlier, this study agree that GSM is shorten to 3 stages. However, we argue that instead of starting from startup stage to mature stage as previous model, this research set GMS proposed model as stated in figure 3 below:
Data collection and analysis of this research reveals that in time of crisis, business needs to encounter some stages in order to pursue its growth. Above model explains condition to exceed to achieve sustainable growth and also becomes strategies to overcome crisis. This model is the answer for RQ3.

5. Conclusion
This study examines intensive information and patterns how SMEs can enhance sustainability during the Covid-19 pandemic. Although prior studies suggest entrepreneurs could build resilience and adopt various growth strategies to be survive (Rai et al., 2021; Sarkis, 2021; Schaltegger, 2020), there are still inadequate research discussing how and what elements could be considered in order to achieve this purpose. This study fulfills the gap of previous studies by exploring antecedent, mediate and posterior actions and behaviors of SMEs’ owners in post crisis. The crisis impulses resilience and growth among SMEs. The awareness, adaption and actions in SMEs’ owners generate growth patterns in business position, then resulting sustainability. Entrepreneurs who realize and aware of crisis and intend not to give up adopt new business strategies as well as make commitment to survive. These reactions are important to generate business growth. The business owners who could not increase their business growth and suffer from lockdown policy tend to find the support channels by using new technology, social media, mobile application. Because of the competition through these channels, it creates growth forces among SMEs. SMEs need to pursue growth in this crisis period, and having digital exploitation tend to be sustain in this post pandemic. Professional webpages, online promotion and marketing campaign are imperative to enhance sustainability.

The empirical findings of this paper demonstrate the delicate connections and intensive stages how resilient, growth and sustainability in business can be generated in post crisis era. The study makes contribution to literature, policy makers and SMEs as well as the country in general. For literature contribution, this study extends the definition and components of resilience, growth and sustainability by using digital maximization as resilience and growth supplement to get business sustainability. Following to that, this research enrich organisational resilience theory by elaborate resilience and growth into stages to specify the resilience and growth approach for entrepreneurs. The study also important for policy makers to consider how to allocate sufficient fund to support the growth of SMEs as well as to enhance business suitability in the country. Related authority could consider how to develop survival resilient in SMEs, particularly before such crisis occurred. As crisis resilient is the
antecedent to generate growth opportunity, SMEs’ owners could consider these intensive stages and follow these steps for posterior sustainable outcomes.

6. Limitation and Future Research
The findings of this study could be used as a pilot case to explore if similar patterns are found in other countries with different cultures (Ketprapakorn & Kantabutra, 2019). While different characteristic of SMEs and various impacts of each crisis could bring different outcomes, it is interesting to examine how business sustainability can be created from those factors. Furthermore, it could be interesting to explore other factors impacting the suitability of SMEs as stated by Manzaneque-Lizano, Alfar-Cortés & Priego de la Cruz (2019) that workers, customers, and suppliers are important factors in ensuring the long-term sustainability of SMEs during the first stages of a crisis (Manzaneque-Lizano et al., 2019).

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