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### Analysis of Companies' Adaptive Strategies in Facing Global Economic Uncertainty

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**Abstract:** Global economic uncertainty characterized by macroeconomic volatility, geopolitical fragmentation, supply chain disruptions, and rapid digital transformation demands that firms adopt more integrated adaptive strategies. This study aims to analyze corporate adaptive strategies in responding to global uncertainty using a Systematic Literature Review (SLR) approach. The SLR process involved identification, screening, eligibility assessment, and thematic analysis of 24 relevant peer-reviewed publications from the last decade. The findings indicate that dynamic capabilities, digital transformation, and organizational flexibility form the core foundation of effective adaptive strategies. Sensing, seizing, and reconfiguring capabilities strengthen organizational resilience, while digital technologies enhance decision-making speed, operational efficiency, and strategic innovation. Organizational flexibility further enables rapid responses to environmental changes through decentralized and collaborative structures. This study concludes that adaptive strategies should be designed as an integrated model comprising organizational resilience, strategic innovation, and fast adaptive responses, supported by public policies that strengthen the adaptive ecosystem of firms in developing economies.

**Keywords :** corporate strategy, digitalization, dynamic capabilities, global uncertainty, organizational adaptation.

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## INTRODUCTION

Global economic uncertainty has become a dominant feature in the modern business landscape, marked by macroeconomic fluctuations, geopolitical instability, supply chain disruptions, commodity price volatility, and accelerated digitalization that is changing the structure of global competition. Companies in various sectors face pressure to adapt quickly to external environmental changes that are not always predictable. According to the World Bank (2023), the global economy grew by only 2.1% in 2023, which is one of the slowest rates in the last two decades, influenced by rising interest rates, slowing international trade, and geopolitical tensions that have triggered global economic fragmentation. This situation creates significant uncertainty for companies, especially in strategic decision-making related to investment, innovation, operations, and market expansion. This is reinforced by the IMF (2023) report, which states that more than 80% of companies in developing countries face higher macroeconomic risk levels than pre-pandemic conditions.

In Southeast Asia, global uncertainty has a direct impact on regional economic stability. The ASEAN Outlook Report (2023) shows that the region is facing challenges in the form of weakening global demand, rising logistics costs, and dependence on imported commodities that are vulnerable to global price fluctuations. Manufacturing, trade, healthcare, and technology companies are facing supply chain disruptions and production cost inflationary pressures. In Indonesia, the economy is relatively resilient with 5.0% growth in 2023, but external pressures remain significant. The Central Statistics Agency (2023) notes that exchange rates, interest rates, and global inflation affect the competitiveness of national companies, especially in the manufacturing and export sectors. In this context, companies need to develop adaptive strategies that are responsive and flexible to

ensure operational and competitive sustainability.

Global economic uncertainty is also influenced by rapid technological changes, particularly in the areas of digitalization and automation. The McKinsey Global Institute (2022) reports that 65% of global companies accelerated their digital transformation after the COVID-19 pandemic, but many also face new technological risks, such as cybersecurity breaches and dependence on digital infrastructure. This phenomenon shows that uncertainty is not only economic in nature, but also technological and structural. Companies are required to operate in a rapidly changing ecosystem, where information is a key strategic asset, and adaptability determines long-term success.

Another issue is global geopolitical fluctuations that affect economic and business stability. The Russia-Ukraine conflict, US-China tensions, changes in protectionist policies, and supply chain disruptions due to the pandemic have had a broad impact on the operations of companies in various sectors. The OECD (2023) reports that 45% of multinational companies have changed their supply chain structure in the last two years to reduce geopolitical risks. Companies in developing countries such as Indonesia are not immune to these impacts, given their dependence on imports from China and other industrialized countries. This shows that companies need adaptive strategy models that are not only efficiency-oriented but also resilient.

Uncertainty also affects consumer behavior. A Deloitte report (2023) shows that global consumers have become more cautious in their spending due to rising living costs and economic instability, prompting companies to review their marketing strategies, product development, and business models. With rapidly changing preferences, companies need an adaptive approach to reading new demand patterns and responding to market dynamics more agilely.

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In the context of strategic management theory, uncertainty affects a company's ability to engage in effective strategic foresight and decision-making. Contingency theory asserts that there is no single strategy that fits all conditions; strategies must be determined based on changing external circumstances (Shenkar & Ellis, 2021). Meanwhile, the theory of Dynamic Capabilities emphasizes the importance of a company's ability to integrate, build, and reconfigure internal competencies to respond to environmental changes (Teece, 2025). Both theoretical frameworks are relevant for analyzing how companies can develop adaptive strategies in the face of global uncertainty.

Previous studies show that adaptive strategies are an important approach in dealing with the dynamics of the business environment. Admin & Unaam (2022) found that companies with structural flexibility, such as the ability to quickly change resource allocation, tend to be more resilient in the face of global economic shocks. Meanwhile, research by Ali et al. (2025) emphasizes that digital innovation and technology integration are important factors in supporting a company's adaptive strategy. Gan et al. (2024) show that organizations that strengthen their data-driven learning and decision-making capabilities are better able to survive in global crisis situations. These findings show that adaptive strategies are multidimensional, encompassing innovation, organizational flexibility, adaptive leadership, and the ability to predict risks.

However, there are a number of research gaps that need to be reviewed to understand corporate adaptive strategies more comprehensively. First, the study "Environmental Turbulence and the Imperatives of Strategic Flexibility in the Post Covid-19 Era" by Admin & Unaam (2022) focuses on multinational companies and has not explored the context of local companies in developing countries such as Indonesia, which have different adaptive capacities and organizational structures. Second, the study

"Firm Resilience During Long-Term Economic Stagnation: Register-Based Analysis of Finnish Manufacturing Firms" by Ali et al. (2025) emphasizes the role of digital technology but does not discuss how geopolitical uncertainty and supply chain disruptions affect companies' adaptive strategies. Third, the study "State Intervention and Tourism Business Resilience: Exploring Firm-Level Crisis Responses" by Gan et al. (2024) analyzes the adaptive capabilities of organizations in the context of a global health crisis, but has not integrated macroeconomic variables such as global inflation, international interest rates, and currency volatility, which greatly affect companies in developing countries.

These three gaps indicate that additional research is needed to understand how companies in Indonesia can develop adaptive strategies that are relevant to the current context of global uncertainty. The novelty of this research lies in its approach, which integrates global factors, namely economics, geopolitics, technology, and changes in consumer behavior, into the framework of corporate adaptive strategies in the Indonesian context.

This study not only reviews adaptive strategies from an internal management perspective, but also combines them with macro-global dynamics that systematically affect companies. Using a Systematic Literature Review (SLR) approach, this study presents a comprehensive and structured synthesis that combines various global and regional empirical research findings, thereby providing a more holistic understanding of corporate adaptive strategies in the face of global uncertainty.

The objectives of this study are to analyze the adaptive strategies used by companies in facing global economic uncertainty, identify factors that influence organizational adaptivity, and provide a conceptual framework on how companies in Indonesia can build strategic resilience. In practical terms, the results of this study are

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Vol. 3. No. 1, December 2025

expected to be used by company leaders, policy makers, and academics to strengthen organizational adaptability and face global challenges in a more resilient, innovative, and sustainable manner.

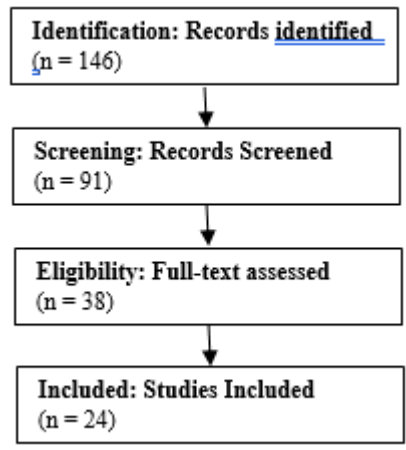
**METHOD**

This study uses the Systematic Literature Review (SLR) method to comprehensively examine the patterns, strategies, and mechanisms of corporate adaptation in the face of global economic uncertainty. The SLR method was chosen because it is capable of producing a structured synthesis of knowledge through a process of identification, screening, evaluation, and critical analysis of literature, thereby providing a more in-depth theoretical and empirical picture of complex and multidimensional phenomena (Snyder, 2019). SLR is considered appropriate for this study because the topic of corporate adaptive strategies has been extensively studied in various contexts, and a systematic approach is needed to summarize findings across countries, sectors, and time periods more objectively. In addition, this approach helps researchers avoid selection bias and enables the formation of consistent thematic patterns from various quality literature sources. Scholar, using the keywords “strategic adaptation,” “organizational resilience,” “global economic uncertainty,” “corporate adaptive strategy,” and “environmental turbulence.” The search was limited to publications from the last ten years to maintain contextual relevance with current global economic and technological dynamics (Sauer & Seuring, 2023). Inclusion criteria included peer-reviewed journal articles, international agency reports, and academic books discussing corporate adaptive strategies at the industry and organizational levels

The SLR process began with the identification of literature through international databases such as Scopus, ScienceDirect, JSTOR, Taylor & Francis, and Google. Non-scientific literature, literature that did not undergo peer review, or literature that did not directly discuss adaptive strategies was excluded from the analysis. After initial identification, all literature was selected based

on its relevance, methodological quality, and conceptual contribution to the research objectives.

The next stage was to evaluate the suitability of the literature using a thematic analysis approach to identify patterns of adaptive strategies, factors influencing adaptation, and organizational mechanisms for building resilience to uncertainty. Thematic analysis was chosen because it allows researchers to group findings into strategic themes such as dynamic capabilities, organizational flexibility, digital transformation, supply chain resilience, and business model innovation (Braun & Clarke, 2021). The thematic analysis stage was carried out through a process of coding, concept categorization, and synthesis of findings linked to the strategic management theory framework. This approach provides a structured understanding of how companies adapt in conditions of volatility and external risk.



**RESULTS AND DISCUSSION**

**The Dynamics of Global Economic Uncertainty and Its Implications for Corporate Strategy**

Global economic uncertainty has become a structural element that is increasingly difficult to separate from modern business activities. Companies now operate in a global environment characterized by economic fluctuations, geopolitical volatility, rapid technological change, and supply chain instability. This phenomenon requires companies to develop adaptive capabilities in response to external challenges that cannot be

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fully predicted. The World Bank (2023) asserts that global economic growth in the last two years has been lower than the historical average, influenced by rising international interest rates, inflationary pressures, and monetary policy tightening.

Under these conditions, companies face the risk of weakening market demand, rising capital costs, and operational cost pressures, all of which require a quick and appropriate strategic response. Global uncertainty is further exacerbated by geopolitical dynamics. The Russia-Ukraine conflict, trade tensions between the United States and China, and global economic fragmentation have created significant supply chain disruptions.

The OECD (2023) reports that around 45% of global manufacturing companies have experienced delays in raw material supplies, which have had a direct impact on productivity and operating costs. Companies' dependence on global supply sources makes them increasingly vulnerable to changes in trade policy, embargoes, or international transportation disruptions. These conditions have forced companies to reevaluate their supply chain strategies by shifting some of their supply to more stable countries, implementing the concept of *nearshoring*, or even developing local suppliers to increase resilience.

Global financial market volatility has also put pressure on corporate strategies. Exchange rate fluctuations, changes in international interest rates, and global fiscal policy uncertainty have made financing costs higher and more difficult to predict. The IMF (2023) notes that exchange rate volatility increased by an average of 25% in the 2021–2023 period, which has a direct impact on companies with large import and export exposures. This financial uncertainty not only affects companies' investment decisions but also influences their risk management strategies. Companies are required to strengthen their risk management functions, engage in hedging, and review their long-term investment portfolios to keep pace with rapidly changing economic conditions.

In addition to economic and geopolitical factors, technological change is also a

significant source of uncertainty. Digital transformation is occurring at an unprecedented pace, affecting all aspects of the corporate value chain. The McKinsey Global Institute (2022) found that 65% of global companies increased their investment in digital transformation after the pandemic, but many of them faced new risks such as digital system dependency, cyber security threats, and the need for constantly changing skills. Technological changes affect corporate strategies in various aspects, including marketing, production, logistics, and customer service. Companies that fail to adapt risk losing their competitive advantage in the global market.

Changes in consumer behavior also reinforce uncertainty. Consumers are now more sensitive to price and service quality, and prioritize convenience, speed, and personalization. Deloitte (2023) shows that more than 60% of global consumers have changed their consumption patterns in the last two years due to inflationary pressures and income uncertainty. This requires companies to review their marketing strategies, design more relevant products, and optimize the customer experience in order to remain competitive in an increasingly dynamic market. These changes call for adaptive strategies focused on developing new business models, product innovation, and the use of data-driven technology.

Global economic uncertainty also affects the competitive landscape. Companies face increasingly fierce competition not only from local players, but also from global companies that are expanding aggressively. Technology-based start-ups are putting additional pressure on conventional companies through more agile and efficient business models. In this context, adaptive strategies must include the company's ability to read the dynamics of competition, strengthen differentiation, and accelerate the innovation process. Teece (2025) emphasizes that companies with dynamic capabilities are able to create, expand, and reconfigure internal competencies in response to changes in the external environment. This shows that adaptive strategies are not only about short-

term flexibility, but also the long-term ability to build organizational capabilities.

From a contingency theory perspective, companies must adjust their structure to the level of environmental uncertainty (Shenkar & Ellis, 2021). This means that adaptive strategies cannot be applied uniformly because each company has different characteristics, industries, and resources. In a highly uncertain environment, flexible organizational structures, decentralized decision-making, and improved internal communication become increasingly important. Shenkar & Ellis (2021) asserts that rigid organizations tend to be slower to respond to change and risk missing strategic opportunities. Thus, companies need to review their internal structures to be more agile and responsive to change.

In the Indonesian context, companies face additional challenges such as exchange rate volatility, dependence on raw material imports, and uneven digital infrastructure readiness. BPS (2023) shows that more than 40% of manufacturing companies still face production cost pressures due to rising global raw material prices. In addition, digital transformation has not been evenly distributed across all sectors, creating disparities in the adaptability of companies. Large companies tend to have better resources to invest in technology and innovation, while small and medium-sized companies face limitations in capital and managerial capacity. Therefore, adaptive strategies need to consider not only global dynamics but also domestic conditions and the internal capacity of companies in Indonesia.

The issue of uncertainty is also related to supply chain resilience. Global disruptions such as pandemics, geopolitical conflicts, and changes in trade policies show that global supply chains are vulnerable to external shocks. Companies now need to develop supply chain strategies that are more resilient to risk, for example by diversifying suppliers, increasing storage capacity, and implementing data-based monitoring technologies to improve supply chain visibility. The OECD (2023) emphasizes that companies with adaptive supply chain strategies are able to minimize disruptions and reduce operational costs. In the

Indonesian context, this is relevant because many industrial sectors still rely on imports for key raw materials, making them vulnerable to global price fluctuations.

Overall, global economic uncertainty creates external pressures that require companies to develop dynamic, flexible, and organization-capability-based adaptive strategies. Companies must not only maintain operational efficiency but also build strategic resilience that allows them to remain competitive in a rapidly changing environment. SLR analysis shows that effective adaptive strategies require a combination of dynamic capabilities, digital readiness, structural flexibility, and proactive risk management. By comprehensively understanding the dynamics of global uncertainty, companies can design more targeted strategies and face external challenges with greater resilience.

### **Dynamic Capabilities, Digital Transformation, and Organizational Flexibility as the Foundation of Adaptive Corporate Strategy**

Dynamic capabilities are a key concept in understanding how companies adapt to global economic uncertainty. Teece (2025) explains that dynamic capabilities are a company's ability to integrate, build, and reconfigure internal competencies in response to environmental changes.

In situations of high uncertainty, companies can no longer rely on static operational capabilities, but need to develop organizational learning mechanisms, flexibility, and information utilization to anticipate change. This concept is increasingly relevant when companies face multidimensional global pressures such as market volatility, technological change, and supply chain disruptions.

Thus, dynamic capabilities are an important foundation for companies' adaptive strategies in maintaining competitiveness. Digital transformation is an important element in the development of dynamic capabilities. In the digital age, the acceleration of technological innovation has created new opportunities and challenges for companies. McKinsey Global Institute (2022) shows that



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: <https://jurnalhafasy.com/index.php/oikonomia>

supply chain monitoring, and global market scanning. Seizing capabilities relate to a company's ability to capitalize on opportunities through new product development, technological innovation, or new market penetration. Meanwhile, reconfiguring capabilities relate to the restructuring of internal resources to optimize the company's response to change. Companies without reconfiguring capabilities tend to be unable to maintain their competitive advantage because they fail to adjust their resource structure to changes in the environment.

Digital transformation strengthens dynamic capabilities by improving information processing and data utilization. Companies that utilize big data analytics can gain more accurate market insights, accelerate strategic decision-making, and identify risks earlier. A study by Admin & Unaam (2022) shows that companies that invest in digital technology are able to reduce operational uncertainty and strengthen their adaptability. In the Indonesian context, digitalization is increasingly relevant as many companies seek to integrate technology into their business processes to improve efficiency and competitiveness. However, many small and medium-sized companies face difficulties in the digitalization process due to limited capital and technical skills. This indicates a digital divide that can hamper companies' adaptive capabilities in the face of global uncertainty.

Organizational flexibility plays an important role in effectively implementing adaptive strategies. Shenkar & Ellis (2021) shows that organizations with flexible structures tend to respond more quickly to changes in the external environment. Flexibility is not only related to structural aspects, but also includes aspects of organizational culture such as openness to change, cross-functional collaboration, and the ability to learn from experience. Companies with an adaptive organizational culture are able to mobilize resources more quickly and develop innovations that are relevant to changing market conditions. Conversely, companies with a rigid culture tend to fail to respond to external threats, thereby losing their competitive advantage.

SLR also shows that the integration of digital transformation and organizational flexibility can create a more responsive work environment. Companies that successfully adopt digital technology not only improve operational efficiency but also strengthen the flexibility of their work structure through information decentralization and improved interdepartmental coordination (Gupta et al., 2022). Digital technology allows information to flow more quickly and transparently, enabling management to make more accurate strategic decisions. The integration of technology and organizational flexibility creates data-driven organizations that are better prepared to face global uncertainty.

Thus, based on the analysis in this subsection, a company's adaptive strategy must be based on strengthening dynamic capabilities, digital readiness, and organizational flexibility. These three factors form an important foundation for companies to deal with global volatility, reduce external risks, and take advantage of opportunities arising from changes in the business environment. SLR shows that companies that successfully integrate these three dimensions tend to be better able to maintain competitive advantage and achieve sustainable performance in conditions of global economic uncertainty.

### **Integrated Adaptive Strategy Model and Policy Implications for Corporate Resilience in Global Economic Uncertainty**

Corporate adaptive strategies in the face of global economic uncertainty cannot be viewed as a set of standalone actions, but rather as an integrated and sustainable strategic model. This model encompasses the interaction of external environmental dynamics, internal corporate capabilities, digital readiness, and organizational flexibility. The increasingly complex and non-linear nature of global economic uncertainty requires companies to adopt a more systematic strategic approach in identifying risks, exploiting opportunities, and managing resources. Admin & Unaam (2022) emphasize that adaptive strategies are effective when supported by organizational mechanisms that are capable of anticipating change not only reactively, but

P-ISSN

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Available

: <https://jurnalhafasy.com/index.php/oikonomia>

also proactively. In a volatile global context, companies that only implement reactive adaptive strategies tend to lag behind companies that have long-term adaptation models based on dynamic capabilities and innovation.

Integrated adaptive strategy models have three main dimensions: organizational resilience, strategic innovation, and rapid adaptive response. Organizational resilience is a company's ability to absorb the negative impacts of uncertainty and minimize operational disruptions. Gan et al. (2024) show that companies with high resilience typically have flexible organizational structures, adaptive leadership, and organizational cultures that are open to change. In the context of the global economy, organizational resilience is becoming increasingly important as companies face multiple risks such as commodity price volatility, changes in international trade policies, and exchange rate volatility. This resilience allows companies not only to survive but also to recover more quickly after external shocks.

In addition to resilience, strategic innovation is an important element in adaptive strategies. Innovation focuses not only on developing new products, but also on process innovation, business models, and marketing strategies. Teece (2025) explains that strategic innovation serves as a mechanism for companies to create new opportunities and reduce dependence on volatile markets. In a situation of global uncertainty, companies need strategic innovation to redesign operational processes, introduce more relevant products, or develop new, more stable markets. In Indonesia, for example, many manufacturing companies are diversifying their products and markets to reduce their dependence on fluctuating foreign demand. This strategic innovation approach can increase company resilience while creating added value in the long term.

The third dimension of the integrated adaptive strategy model is a company's ability to respond quickly to change. This rapid response is related to data-driven decision-making, effective internal coordination, and an organizational structure that allows for

decentralization. Shenkar & Ellis (2021) emphasizes that organizations with a flat structure tend to be more responsive to environmental changes. In the context of global economic uncertainty, speed of response is a key differentiator between companies that are able to survive and those that are left behind. Companies that are slow to respond to market changes or global policies often miss strategic opportunities or face greater risks.

The integrated adaptive strategy model is also relevant when companies have to manage increasingly widespread global risks. Risks such as disruptions to international supply chains, oil price fluctuations, and changes in global monetary policy require a more integrated approach to risk management. OECD (2023) research shows that companies with scenario-based risk management systems and predictive analytics tend to be better able to anticipate the impact of global economic changes. The integration of digital technology and risk management also plays an important role in strengthening corporate resilience.

Data-driven analysis enables companies to identify risk patterns and provide more accurate strategic recommendations than conventional approaches. Digital transformation as part of an adaptive strategy model serves to strengthen corporate resilience and response speed. Digital technologies such as big data analytics, artificial intelligence, and automation systems can help companies improve operational efficiency and accelerate decision-making.

The McKinsey Global Institute (2022) emphasizes that companies that integrate digital technology into their core business processes have a greater opportunity to adapt to global changes. Technology enables companies to monitor markets in real time, optimize supply chains, and improve customer service quality. In Indonesia, digital transformation has also been influenced by the improvement of national technology infrastructure in recent years. This has enabled companies to adopt broader digital strategies to increase their competitiveness.

In addition, an integrated adaptive strategy model requires adaptive leadership.

P-ISSN  
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: <https://jurnalhafasy.com/index.php/oikonomia>

Adaptive leadership is the ability of leaders to facilitate organizational change, deal with complexity, and empower teams to respond to change. Gan et al. (2024) show that adaptive leaders are able to create an organizational environment that supports learning, innovation, and experimentation. In the context of global economic uncertainty, adaptive leadership is an important factor in ensuring the effective implementation of adaptive strategies. Without leadership that supports change, companies often experience internal resistance that hinders the adaptation process.

SLR also reveals that adaptive strategies need to consider socio-economic factors and public policies in the countries where companies operate. Companies in developing countries such as Indonesia face additional challenges such as regulatory uncertainty, dependence on raw material imports, and limited access to financing. BPS (2023) notes that the increase in global raw material prices has affected more than 40% of manufacturing companies in Indonesia. Therefore, the adaptive strategies of companies in Indonesia need to consider not only global dynamics but also the domestic context, such as industrial policy, digitalization incentives, and human resource readiness. Companies need to collaborate with the government to develop an industrial ecosystem that supports innovation and economic resilience.

From a public policy perspective, this study shows that the government has a strategic role in supporting companies' adaptive capabilities. The government can strengthen economic resilience through stable fiscal and monetary policies, digital infrastructure development, and industrial policies that support innovation. The OECD (2023) emphasizes that countries with a stable policy environment that supports innovation tend to have companies that are more adaptive to global uncertainty. In Indonesia, policies such as industrial digitization programs, research and innovation incentives, and strengthening the national supply chain can help companies reduce their dependence on vulnerable global supplies. In addition, partnerships between the public and private

sectors in technology development can accelerate the digitization process and increase national industrial resilience.

Overall, an integrated adaptive strategy model that encompasses organizational resilience, strategic innovation, and rapid adaptive response is an important framework for companies in facing global economic uncertainty. Strengthening dynamic capabilities, adopting digital technology, and organizational flexibility are central components of this model. By comprehensively integrating internal and external factors, companies can build strategic resilience that allows them to remain competitive and innovative. The findings of this SLR show that companies that are able to adopt an integrated adaptive strategy model can not only survive in conditions of uncertainty, but also take advantage of change as an opportunity for long-term growth.

## CONCLUSIONS

This study shows that global economic uncertainty has become a permanent condition shaping the modern business landscape, characterized by economic volatility, technological change, geopolitical fragmentation, and supply chain disruptions. Through a Systematic Literature Review (SLR) approach, this study found that companies can no longer rely on static strategies; instead, they need integrated adaptive strategy models to maintain long-term competitiveness and resilience. Dynamic capabilities, digital transformation, and organizational flexibility have proven to be the main foundations of effective adaptive strategies. Companies that are able to develop sensing, seizing, and reconfiguring capabilities are better able to navigate changes in the external environment and take advantage of opportunities arising from uncertainty.

The findings also confirm that digital transformation acts as a catalyst that accelerates corporate adaptation through strengthened data analysis, accelerated decision-making, and business model diversification. Organizational flexibility strengthens companies' rapid response to external changes by encouraging more decentralized and collaborative structures. The

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Vol. 3. No. 1, December 2025

: <https://jurnalhafasy.com/index.php/oikonomia>

integration of these three elements creates organizational resilience that enables companies to survive and thrive in unstable global conditions. In addition to internal factors, public policy and regulatory support greatly influence the success of adaptive strategies, especially in developing countries such as Indonesia, which face additional structural challenges.

Based on this analysis, the study recommends the need to strengthen dynamic capabilities through investment in human resources, a culture of continuous learning, and strategic innovation; accelerate digital transformation to improve efficiency and resilience; and increase structural flexibility so that companies can respond to change agilely. The government needs to support an adaptive ecosystem through stable policies, digital infrastructure development, and innovation incentives. Thus, companies can build adaptive strategy models that are not only defensive but also capable of leveraging global uncertainty as an opportunity for long-term growth.

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