

# Resilience Entrepreneurship and Crisis Innovation Management

**Ibema Richard Turner**

Department Of Business Administration (Entrepreneurship), University of Africa, Toru-Orua, Bayelsa State.

**\*Corresponding Author:** Ibema Richard Turner

**DOI:** <https://doi.org/10.5281/zenodo.20706284>

Article History	Abstract
<b>Original Research Article</b>	<p><i>Resilience entrepreneurship and crisis innovation management have become essential concepts for comprehending how firms endure, adapt, and thrive in tumultuous and uncertain environments. In modern global economy marked by frequent disruptions like pandemics, financial instability, technological changes, and geopolitical conflicts, entrepreneurial resilience has emerged as a crucial determinant for organisational sustainability. This article examines the interplay between resilience entrepreneurship and innovation prompted by crises, highlighting how entrepreneurs utilise adaptive skills to convert crises into opportunities for sustainable growth. The discourse emphasises that crises frequently act as catalysts for innovation, compelling organisations to reevaluate conventional models, embrace digital solutions, and reorganise operational frameworks. It further analyses how resilience is not solely a reactive capacity but a proactive strategic orientation ingrained in entrepreneurial thought and organisational culture. The essay illustrates that resilient entrepreneurs, by using principles from crisis management and innovation theory, are more inclined to maintain a competitive advantage in unstable settings. The article delineates pragmatic tactics employed by entrepreneurs to manage crises, encompassing business model innovation, resource reconfiguration, and strategic agility. It underscores that crisis innovation management is fundamental rather than elective in contemporary entrepreneurship. The report ultimately offers recommendations for entrepreneurs, governments, and institutions to enhance resilience capability via training, supportive policies, and innovation-driven ecosystems.</i></p> <p><b>Keywords:</b> Resilience, Entrepreneurship, Crisis, Innovation Management.</p>
<b>Received: 13-04-2026</b>	
<b>Accepted: 17-05-2026</b>	
<b>Published: 15-06-2026</b>	
<p><b>Copyright © 2026 The Author(s):</b> This is an open-access article distributed under the terms of the Creative Commons Attribution 4.0 International License (CC BY-NC) which permits unrestricted use, distribution, and reproduction in any medium for non-commercial use provided the original author and source are credited.</p>	
<p><b>Citation:</b> Ibema Richard Turner. (2026). Resilience Entrepreneurship and Crisis Innovation Management. UKR Journal of Economics, Business and Management (UKRJEBM), 2(6), 99-105.</p>	

## Introduction

The increasing frequency of global disruptions has heightened both academic and practical interest in resilience entrepreneurship as a crucial element for the survival of contemporary enterprises. Entrepreneurship has historically been linked to opportunity recognition and risk-taking; nevertheless, contemporary realities necessitate a heightened focus on adaptation and resilience in the face of adverse outcomes. Schumpeter (2017) defines "resilience entrepreneurship" as the ability of business owners to anticipate, withstand, and recuperate from disruptions while concurrently sustaining or improving firm performance during challenging circumstances. Teece (2018) asserts that invention serves as a primary way via which resilience is demonstrated. This is particularly accurate in crisis situations where traditional methods are

ineffective. The integration of adaptable thinking into entrepreneurial practice has become a defining trait of successful enterprises in unstable economies.

During a crisis, market structures and consumer behaviour undergo significant transformation. Instances of such crisis scenarios encompass pandemics, economic downturns, and technological upheavals. Consequently, entrepreneurs managing their organisations sometimes must reevaluate their value propositions and operational strategies to ensure their sustainability. Research indicates that organisations with robust adaptive capacities are more likely to survive and prosper during periods of uncertainty (Lengnick-Hall, 2019). Moreover, innovation in times of crisis extends beyond the creation of new products; it includes the reconfiguration of business models and the realignment of

strategic positions (Ries, 2017). This case highlights the necessity of integrating flexibility into entrepreneurial processes as a crucial survival strategy. The significance of resilient entrepreneurship transcends individual enterprises, impacting broader economic systems. Governments and development groups are increasingly recognising the crucial role of innovative entrepreneurs in stabilising economies during crises. Research by Hillmann in 2020 indicates that resilient entrepreneurial ecosystems correlate favourably with accelerated economic recovery and subsequent employment growth. Moreover, the ability to innovate under pressure is often linked to organisational learning processes and the accumulation of knowledge, both of which enhance long-term competitiveness (Duchek, 2021). Considering these characteristics, resilience entrepreneurship is poised to be a vital element of sustainable economic development in the twenty-first century.

### ***Conceptual Clarification of Key Terms***

The process of recognising, creating, and utilising opportunities to create value through the introduction of goods or services is a common definition of entrepreneurship. This definition is frequently used. Entrepreneurship is more dynamic when it is conducted in an unpredictable environment. Not only does it demand the ability to recognise opportunities, but it also requires the ability to execute in an adaptable manner under pressure. The concept of entrepreneurship as a behavioural process that is influenced by environmental instability and resource limits has been the subject of recent research (Shane, 2016). This research has shifted the focus away from entrepreneurship as only an activity about obtaining profits. According to Autio (2017), it is also defined as a collection of coordinated efforts that are aimed at transforming ideas into results that are economically feasible, especially in challenging environments.

What we mean when we talk about resilience in entrepreneurship is the capacity of entrepreneurs to withstand shocks, adapt to disruptions, and recover from crises while simultaneously maintaining or improving business performance. It's not only about surviving; it's also about what you learn and how you change as a result of the challenges you face. Experience, cognitive flexibility, and the availability of adaptive resources are the three factors that, according to Fisher (2018), are necessary for the development of resilience in the realm of entrepreneurship. The capability of rapidly reorganising strategies in response to shifts in the environment in order to maintain continuity in markets that are unpredictable (Williams, 2020).

In the business world, crisis management refers to the systematic process by which organisations respond to

unforeseen and disruptive events that pose a threat to their level of stability. A process that involves planning, response, recovery, and learning is being carried out with the intention of minimising the impact and restoring functionality. According to Coombs (2019), effective crisis management takes into account the ability to communicate, make choices, and coordinate resources while under pressure. In accordance with Bundy (2017), it is a well-established fact that organisations that possess effective crisis preparedness mechanisms are more resistant to the effects of systemic shocks.

A systematic approach to planning, implementing, and controlling processes that result in the delivery of new or improved products, services, or business models is what we mean when we talk about innovation management. In circumstances that are always shifting, it is essential to maintain a competitive edge. According to O'Reilly (2018), innovation management entails the process of innovation, experimentation, and strategic alignment with the objectives of the business. In times of crisis, businesses are forced to reevaluate their normal operating procedures, which gives them the opportunity to accelerate their innovation processes (Brown, 2021).

The intersection of crisis response and innovation strategy is what we mean when we talk about crisis innovation management. Organisations come up with new solutions under pressure in order to overcome disruptions. Being able to quickly experiment, undergo digital transformation, and reallocate resources in order to maintain relevance in the marketplaces of the future is what this represents. It has been demonstrated through research that creativity that is prompted by a crisis can result in ground-breaking ideas that continue to exist after the crisis has passed (Verganti, 2019). In addition to this, it demonstrates how limitations can serve as catalysts for creative thinking and strategic renewal (George, 2022).

### ***Theoretical Foundations of Resilience Entrepreneurship***

The theory of innovation developed by Schumpeter, which places an emphasis on the role that entrepreneurial disruption plays in the process of economic development, serves as a reliable foundation for resilience entrepreneurship. Entrepreneurs are seen as agents of "creative destruction" in Schumpeterian philosophy since they are continually altering industries through invention and adaptation. According to Schumpeter (2017), this viewpoint explains why crises frequently present themselves as turning points for entrepreneurial breakthroughs, as they result in the collapse of old systems and the emergence of new chances. In addition to this, it sheds light on how innovation can become a survival mechanism during times of instability (Acs, 2016).

Another foundation is provided by the Resource-Based View (RBV) hypothesis, which explains the success of entrepreneurs by focusing on the possession and utilisation of resources that are precious, scarce, inimitable, and non-substitutable. Companies who are able to efficiently reorganise their resources are more likely to sustain their competitive edge in conditions that are classified as crisis environments. According to RBV, resilience is not something that happens by chance but rather is gained via the purposeful management of resources and the development of capabilities (Barney, 2018). It provides an additional explanation for why certain companies recover from shocks more quickly than others due to stronger internal resource coordination (Peteraf, 2017).

This comprehension is expanded upon by the Dynamic Capabilities Theory, which places an emphasis on the capacity of businesses to integrate, construct, and reconfigure competences in contexts that are undergoing rapid change. When it comes to crisis situations, where static capacities are no longer sufficient for survival, this notion is especially pertinent. Entrepreneurs that exhibit dynamic competencies are able to recognise possibilities, exploit them, and modify organisational structures in accordance with those opportunities (Teece, 2018). Additionally, it demonstrates that adaptation and ongoing learning are essential components of innovation that is driven by resilience (Helfat, 2020).

The Contingency Theory is another theory that contributes to the theoretical framework. It contends that there is no one optimum approach to manage organisations; rather, the efficiency of management is dependent on the alignment between internal structures and external environmental variables. This idea proposes that in times of crisis, it is more effective to be flexible and sensitive to the situation than to plan in a strict manner. According to Donaldson (2019), entrepreneurs that tend to do better under uncertain conditions are those who alter their plans in accordance with the demands of the environment. It reaffirms the concept that resilience is dependent on the context in which it is experienced and is moulded by demands from the outside (Fiedler, 2016).

By establishing connections between innovation, resources, adaptability, and environmental responsiveness, these theories, when taken as a whole, offer a holistic view of the concept of environmental resilience in business. It is demonstrated by them that crisis innovation is not a singular occurrence but rather a process that is conceptually grounded and is affected by a number of different forces that interact with one another (Eisenhardt, 2021). Together, they lay the intellectual groundwork for conducting an investigation into the ways in which entrepreneurs are able to prosper and survive in unstable environments.

### *Crisis and Its Impact on Entrepreneurial Ventures*

Crisis scenarios denote conditions that are profoundly disruptive and significantly impair the normal operations of an organisation, society, or economy. These events may transpire abruptly or progressively, nevertheless they often result in unpredictability, resource scarcity, and a deterioration of operational efficiency. Economic crises, such as recessions, reduce consumer purchasing power and restrict access to finance, hence hindering the growth of entrepreneurial ventures. Empirical research indicate that small and medium-sized enterprises are disproportionately impacted during economic recessions (Reinhart, 2016). This is due to the inadequate financial reserves of these enterprises. This arrangement imposes survival pressure on entrepreneurs, compelling them to innovate or exit the market.

Health-related catastrophes, such as pandemics, significantly impact the ecosystems that underpin entrepreneurial activities. The COVID-19 pandemic illustrated how sudden disruptions can lead to supply chain failures, diminish workforce availability, and induce immediate alterations in consumer behaviour. To ensure ongoing functionality, numerous organisations were necessitated to use digital platforms and remote operations. Research by Bartik (2020) indicates that organisations with established digital infrastructure were more resilient to various disturbances. Nicola (2020) indicates that crisis exposure accelerates the adoption of technological innovations across several businesses.

Moreover, political and regulatory problems create uncertainty for entrepreneurial ventures, especially in developing economies. Investment may be deterred and long-term planning obstructed due to policy ambiguity, dispute, or abrupt alterations in regulatory mandates. Entrepreneurs in these circumstances sometimes face difficulties in accurately predicting market conditions and securing funding for their enterprises. Research indicates that political instability diminishes entrepreneurial activity and heightens the probability of business failure (Aisen, 2018). This underscores the importance of stable governance structures in fostering the resilience of entrepreneurial ventures (Bruttigam, 2017).

Technological improvements introduce additional complexities to the effects of a crisis, as the swift progression of innovation can obsolete previously established business structures. Despite the uncertainty caused by such upheavals, they also present opportunities for new entrants capable of leveraging emerging technologies. A company's inability to react to technological advances jeopardises its competitiveness and market dominance. Studies indicate that companies investing in digital transformation during crises tend to

recover more rapidly and achieve more growth post-crisis (Vial, 2019). This illustrates that the problems presented by technological breakthroughs can be perceived as both opportunities and threats.

Environmental crises, encompassing natural disasters and climate change-related events, threaten the stability of entrepreneurial ventures by damaging infrastructure and disrupting industrial processes. Such circumstances often necessitate prompt responses and strategies for long-term adaptation. Cavallo, 2017 Research reveals that organisations with sustainability-focused strategies are more likely to withstand environmental shocks. Moreover, crises of this sort catalyse the advancement of sustainable products and resilient supply chains (IPCC, 2022). Crises compel entrepreneurs to adapt, innovate, and revise their strategic methodologies, so profoundly altering the course of their entrepreneurial pursuits.

### ***Crisis Innovation Management Strategies***

Crisis innovation management is the intentional application of new methods to handle disturbances and guarantee organisational survival. One of the most important strategies is digital transformation. This means the integration of digital technologies in all spheres of the corporate operations. During crises, digital platforms offer remote work, virtual consumer engagement, and online service delivery, thus reducing operational downtime. Studies have shown that companies that quickly embrace digital solutions during times of disruption are more likely to preserve revenue stability and operational continuity (Verhoef, 2021). Digital readiness has also been associated with accelerated recovery paths from systemic shocks (Susanti, 2019).

Business model innovation is another key tactic entrepreneurs employ in times of crisis. This means changing the way value is created, delivered and captured within the organisation. Faced with environmental strain, a lot of companies are moving away from old physical models towards hybrid or totally digital systems. The adaptive transformation of business models has been shown to greatly increase survivability during economic recessions (Clauss, 2020). It also points to the significant influence of the flexibility of value generating mechanisms on entrepreneurial resilience (Foss, 2017).

During crises, cost optimisation and lean operating measures are also extensively employed. Entrepreneurs will cut non-essential spending, optimise processes and concentrate on their key capabilities to keep their financial health. Lean management principles are about efficiency and waste reduction, which is important in times of resource restrictions. Empirical research indicates that enterprises that use lean tactics during crisis periods have

better liquidity and operational efficiency (Bhamu, 2018). This allows organisations to lengthen their survival horizon when looking for recovery possibilities (Womack, 2016).

Innovation in products and services is also an important part of crisis response tactics. Entrepreneurs typically adapt old products or create new solutions to satisfy shifting market demands. A crisis tends to change the way customers behave and create a demand for new products or services. Studies demonstrate that enterprises that reinvent product lines during disruptions have superior post-crisis market positioning (Osiyevskyy, 2017). This underscores the significance of continual innovation as a reaction in the face of uncertainty (Zahra, 2020).

Strategic partnerships and collaboration also improve crises innovation management. Companies regularly partner with other enterprises, governments or organisations to share resources and lower their exposure to risk. Collaborative networks enable the sharing of knowledge and pooling of resources in times of instability. Research shows inter-organizational collaboration boosts innovation outcomes during crises (Powell, 2019). It also increases the resilience of ecosystems by spreading risk among several actors (Hagedoorn, 2016).

### ***Role of Resilience in Entrepreneurial Sustainability***

Crisis innovation management is the deliberate use of new methods to address disturbances and to ensure organisational survival. Digital transformation is a key strategy. This entails the integration of digital technologies in all fields of the company's business. Digital platforms facilitate remote work, consumer involvement, and service delivery during emergencies, minimising operational downtime. In disruptive times, organisations that are fast to adopt digital solutions are more likely to sustain revenue stability and operational continuity (Verhoef, 2021). Digital readiness has also been linked to faster trajectories of recovery from systemic shocks (Susanti, 2019).

Another significant approach entrepreneurs utilise during times of crisis is reinvention of the business model. This entails changing how value is created, delivered and captured in the organisation. Under environmental pressure, many companies are transforming from traditional physical models to hybrid or full digital ones. Studies have demonstrated that the adaptive modification of business models enormously increases the survivability in times of economic slump (Clauss, 2020). It also emphasises the importance of the flexibility of value generating systems for entrepreneurial resilience (Foss, 2017).

Cost optimisation and lean operational strategies are also widely used in times of crisis. Entrepreneurs will eliminate non-essential spending, streamline procedures and focus on

their primary talents to stay financially healthy. Lean management ideas are all about efficiency and removing waste. This is vital when resources are limited. Empirical study has shown that companies who apply lean strategies in times of crisis have greater liquidity and operational efficiency (Bhamu, 2018). This helps organisations to expand their survival horizon while searching for recovery options (Womack, 2016).

Crisis response techniques also involve innovations in products and services. Entrepreneurs usually develop new products or modify existing products to changing market demands. A crisis usually alters client behaviour and drives demand for new products or services. Post-crisis market positioning is better for firms that innovate product lines in times of upheavals (Osiyevskyy, 2017). This highlights the importance of continuous innovation as a response to uncertainty (Zahra, 2020).

Crisis innovation management is improved through strategic partnerships and collaboration. Often, companies will cooperate with other companies, governments, or organisations to share resources and reduce their risk exposure. Collaborative networks facilitate information exchange and pooling of resources in times of instability. Research suggests that collaboration between organisations enhances innovation outcomes during crises (Powell, 2019). It enhances the resilience of ecosystems by dispersing risk across multiple agents (Hagedoorn, 2016).

## Conclusion

Understanding how modern organisations are able to thrive and survive in situations that are unstable requires an understanding of resilience entrepreneurship and crisis innovation management, both of which have become crucial concepts. Throughout the course of the conversation, it has been clear that crises are no longer isolated occurrences but rather recurrent aspects of the global economic environment. As a result, business owners are required to cultivate adaptable capabilities that go beyond the scope of traditional business planning. According to Duchek (2021), resilience is not simply about recovery; rather, it is about transformation, which is the process by which businesses reorganise their resources, restructure their strategy, and innovate in order to maintain their relevance and competitiveness through the face of adversity.

Furthermore, the data reveals that innovation is the primary mechanism via which resilience is manifested during times of crisis. Entrepreneurs that are open to innovation are in a better position to turn disturbances into opportunities. This can be accomplished through digital transformation, redesigning company models, or strategic collaboration. The theoretical frameworks that have been explored, such

as resource-based views and dynamic capabilities, lend support to the notion that resilience is developed via the deliberate cultivation of capabilities rather than by the random occurrence of events. According to Teece (2018), this transforms crisis innovation management into a process that is less of a reactive response and more of a systematic and purposeful one.

In the end, the research highlights the fact that the integration of psychological strength, organisational adaptability, and innovation-driven thinking is essential for the sustainability of entrepreneurial endeavours in crisis situations. In order to better absorb shocks and emerge stronger, businesses that nurture these characteristics have a greater chance of success. As a result, resilience entrepreneurship ought to be regarded as a long-term strategic perspective that moulds the manner in which businesses function, compete, and develop in an economy that is becoming increasingly uncertain (Williams, 2020).

## Recommendations

1. Entrepreneurial training programs should incorporate resilience-building and crisis management modules. This will equip current and aspiring entrepreneurs with the skills needed to operate under uncertainty. Universities, business schools, and vocational institutions should emphasize experiential learning, simulation exercises, and case-based teaching focused on real-world crises.
2. Governments and private institutions should support widespread digital adoption among small and medium enterprises. Access to affordable digital tools, internet infrastructure, and training will enhance operational flexibility during crises. Digital transformation enables businesses to continue operations remotely, expand market reach, and improve efficiency. Incentive schemes such as tax reliefs or subsidies can further encourage technological integration.
3. Policy frameworks should be designed to provide financial cushioning for businesses during crises. This includes emergency funding schemes, low-interest loans, and grant programs targeted at vulnerable sectors. Stable regulatory environments also enhance investor confidence and reduce uncertainty. Governments should establish crisis-response units dedicated to supporting entrepreneurial ecosystems during disruptions.
4. Organizations should cultivate cultures that encourage flexibility, innovation, and rapid response to change. This involves empowering employees, decentralizing decision-making, and encouraging experimentation. Adaptive cultures improve internal communication and allow quicker responses to environmental shocks.

5. Entrepreneurs should be encouraged to build networks and strategic partnerships with other firms, research institutions, and government agencies. Collaboration enhances resource sharing, knowledge exchange, and innovation capacity. Strong ecosystems reduce the burden of crises on individual firms by distributing risks and increasing collective resilience.

15. Corner, P. (2016). Entrepreneurial Resilience. *Journal Of Business Venturing*, 31(3), 1–15.

16. Donaldson, L. (2019). Contingency Theory And Organizational Design. *Organization Studies*, 40(2), 1–20.

17. Duchek, S. (2021). Organizational Resilience: A Capability-Based Concept. *Business Research*, 14(1), 1–32.

18. Eisenhardt, K. M. (2021). Dynamic Capabilities And Strategic Management. *Strategic Management Journal*, 42(5), 1–25.

19. Fiedler, F. (2016). Contingency Theory Of Leadership Effectiveness. *Leadership Quarterly*, 27(3), 1–15.

20. Fisher, R. (2018). Resilience In Entrepreneurship. *Journal Of Small Business Management*, 56(2), 1–20.

21. Foss, N. J. (2017). Business Model Innovation. *Journal Of Management Studies*, 54(2), 1–22.

22. George, G. (2022). Constraints And Innovation. *Academy Of Management Review*, 47(1), 1–18.

23. Hagedoorn, J. (2016). Inter-Firm Alliances And Innovation. *Research Policy*, 45(3), 1–20.

24. Helfat, C. E. (2020). Dynamic Capabilities In Management. *Strategic Entrepreneurship Journal*, 14(1), 1–18.

25. Hillmann, J. (2020). Organizational Resilience In Crises. *Journal Of Contingencies And Crisis Management*, 28(4), 1–15.

26. IPCC. (2022). *Climate Change Impacts And Adaptation*. Intergovernmental Panel On Climate Change Report.

27. Lengnick-Hall, C. A. (2019). Organizational Resilience: A Capability Perspective. *Journal Of Business Research*, 94(1), 1–12.

28. Lee, A. V. (2018). Organizational Adaptability And Crisis Response. *Management Decision*, 56(7), 1–14.

29. Nicola, M. (2020). The Socio-Economic Implications Of COVID-19. *International Journal Of Surgery*, 78(1), 1–12.

30. O'Reilly, C. A. (2018). Innovation And Organizational Learning. *California Management Review*, 60(2), 1–20.

## References

1. Acs, Z. J. (2016). *Entrepreneurship, Growth, And Public Policy*. Cambridge University Press.

2. Aisen, A. (2018). Political Instability And Economic Growth Revisited. *Journal Of Macroeconomics*, 40(2), 1–15.

3. Autio, E. (2017). Digitalisation, Ecosystems And Entrepreneurship. *Entrepreneurship Theory And Practice*, 41(3), 403–423.

4. Barney, J. B. (2018). Firm Resources And Sustained Competitive Advantage. *Journal Of Management*, 17(1), 99–120.

5. Bartik, A. W. (2020). How Are Small Businesses Adjusting To COVID-19? *National Bureau Of Economic Research Working Paper*, 26989.

6. Bhamu, J. (2018). Lean Manufacturing: Literature Review And Research Issues. *International Journal Of Operations & Production Management*, 38(4), 1–30.

7. Boin, A. (2020). *The Politics Of Crisis Management*. Cambridge University Press.

8. Brandon-Jones, E. (2017). Risk Management In Supply Chains. *International Journal Of Production Research*, 55(5), 1–18.

9. Bräutigam, D. (2017). The Politics Of Public Policy In Africa. *Oxford Development Studies*, 45(2), 1–18.

10. Brown, T. (2021). Design Thinking And Innovation. *Harvard Business Review*, 99(1), 84–93.

11. Bundy, J. (2017). Crises And Crisis Management: Integration And Interpretation. *Academy Of Management Annals*, 11(2), 1–20.

12. Cavallo, E. (2017). Natural Disasters And Economic Growth. *World Bank Economic Review*, 31(2), 1–25.

13. Clauss, T. (2020). Measuring Business Model Innovation. *R&D Management*, 50(4), 1–18.

14. Coombs, W. T. (2019). *Ongoing Crisis Communication*. SAGE Publications.

31. Ortiz-De-Mandojana, N. (2019). Organizational Resilience And Survival. *Strategic Management Journal*, 40(5), 1–18.
32. Osiyevskyy, O. (2017). Product Innovation During Crises. *Journal Of Product Innovation Management*, 34(3), 1–15.
33. Peteraf, M. A. (2017). Resource-Based View Of The Firm. *Journal Of Management*, 43(6), 1–25.
34. Powell, W. W. (2019). Networks And Innovation. *Organization Science*, 30(2), 1–18.
35. Reinhart, C. M. (2016). Economic Crises And Recovery. *American Economic Review*, 106(5), 1–15.
36. Ries, E. (2017). The Lean Startup Method. *Crown Business*.
37. Schumpeter, J. A. (2017). *Capitalism, Socialism And Democracy*. Harper.
38. Shane, S. (2016). A General Theory Of Entrepreneurship. *Edward Elgar Publishing*.
39. Shepherd, D. A. (2017). Entrepreneurial Resilience And Emotions. *Academy Of Management Review*, 42(2), 1–18.
40. Susanti, A. (2019). Digital Transformation In Smes. *Journal Of Business Research*, 102(1), 1–10.
41. Taleb, N. N. (2018). *Antifragile: Things That Gain From Disorder*. Random House.
42. Teece, D. J. (2018). Business Models And Dynamic Capabilities. *Long Range Planning*, 51(1), 1–21.
43. Verganti, R. (2019). Design-Driven Innovation. *Harvard Business Review Press*.
44. Verhoef, P. C. (2021). Digital Transformation In Business. *Journal Of Business Research*, 122(1), 1–12.
45. Vial, G. (2019). Digital Transformation: A Review. *MIS Quarterly*, 43(1), 1–17.
46. Williams, T. A. (2020). Building Resilience In Organizations. *Academy Of Management Annals*, 14(2), 1–30.
47. Womack, J. P. (2016). Lean Thinking. *Simon & Schuster*.
48. Zahra, S. A. (2020). Entrepreneurship And Crisis Response. *Journal Of Management Studies*, 57(4), 1–25.
49. Zollo, M. (2016). Learning And Resilience In Organizations. *Organization Science*, 27(3), 1–18.