

Adaptation Strategies of Micro Enterprises Amid Global Economic Uncertainty



¹Kamaluddin, ²Encep Sopandi, ³Firda Rachma Amalia, ⁴Nia Tresnawaty, ⁵Shinta Rahmani

¹University of Muhammadiyah Sorong, Indonesia

²Nurtanio University of Bandung, Indonesia

³Politenik Negeri Banyuwangi, Indonesia

⁴Satya Negara University of Indonesia, Jakarta, Indonesia

⁵Mercu Buana University, Jakarta, Indonesia

Email: kamal01.umsorong@gmail.com

Digitalization A B S T R A C T

KEY WORDS

Micro Businesses,
Adaptation Strategies,
Global Economic
Uncertainty, Business
Innovation, Business

Global economic uncertainty has become a major challenge for micro businesses in maintaining their business continuity. Financial crises, market volatility, and changes in global economic policies can have a direct impact on the stability of micro enterprises, especially in developing countries. This study aims to analyze the adaptation strategies implemented by micro enterprises in the face of global economic uncertainty. Using qualitative methods through a library research approach, this study examines various literature that discusses micro business adaptation strategies to global economic challenges, including business diversification, product innovation, the use of digital technology, and flexible financial management. The results of the study show that micro businesses that are able to survive and thrive in the midst of economic uncertainty have several strategies in common, such as increasing competitiveness through the adoption of digital technology, expanding business networks through strategic partnerships, and improving operational efficiency through more adaptive financial management. In addition, the ability to adjust business models to dynamic market demand is also an important factor in maintaining business sustainability. However, challenges such as limited access to capital, lack of digital literacy, and unstable economic policies are still the main obstacles for micro enterprises in adopting optimal adaptation strategies. This research provides insights for micro business actors, policymakers, and academics on the importance of innovation and flexibility in facing global economic changes. Policy recommendations that are more supportive of micro enterprises, such as increasing access to financing, digitalization training, and more stable economic policies, are needed to strengthen the resilience of the micro business sector in the future.

1. Introduction

Global economic uncertainty has become a serious challenge for the business world, especially for micro enterprises that have limitations in resources, access to capital, and business resilience (OECD, 2021). Factors such as the financial crisis, trade war, global pandemic, inflation, and currency exchange rate fluctuations have created economic instability that has a direct impact on micro business operations (World Bank, 2022). In developing countries, micro enterprises have a large contribution to the economy and employment, but at the same time they are the most vulnerable sector to external economic shocks (Ghosh et al., 2020). Therefore, innovative adaptation strategies are needed so that micro businesses can survive and thrive in the midst of global economic uncertainty.

Micro enterprises are part of the small and medium enterprises (MSMEs) sector that has an important role in the economy, especially in developing countries. According to the International Finance Corporation (IFC), micro enterprises are defined as businesses with a workforce of less than 10 people and a relatively small annual turnover compared to small and medium enterprises (IFC, 2020). In Indonesia, according to Law Number 20 of 2008 concerning MSMEs, a micro business is a business unit with a maximum asset of IDR 50 million and a maximum annual turnover of IDR 300 million. The main characteristics of micro businesses are limited capital, simple organizational structure, and high flexibility in business operations. This flexibility allows micro-businesses to quickly adapt to market conditions, but on the other hand, they are also more vulnerable to economic changes and market uncertainty.

Micro enterprises have a significant contribution to the global economy, both in job creation and in supporting domestic economic growth. The World Bank (2022) reports that micro enterprises account for more than 50% of employment in developing countries, and in some countries, their contribution to Gross Domestic Product (GDP) can reach 30–40%.

In Indonesia, micro enterprises account for more than 60% of national GDP and are the backbone of the economy, especially in the trade, culinary, and creative industries sectors (BPS, 2022). In addition, micro enterprises are often a solution for low-income people to earn a living, especially in difficult economic conditions. Despite their large contribution, micro businesses face various challenges, such as limited access to capital, lack of digital literacy, and regulations that sometimes do not favor small businesses.

Although micro enterprises have good resilience in stable economic conditions, they are very vulnerable to global economic shocks, such as financial crises, pandemics, and high inflation. Economic instability can lead to a decrease in consumer purchasing power, an increase in raw material prices, and difficulties in obtaining capital loans (OECD, 2021). To survive, many micro businesses are implementing adaptation strategies, such as product diversification, innovation in digital marketing, operational efficiency, and building strategic partnership networks (Aldrich & Yang, 2022). Business digitalization is also an important solution, where micro businesses are starting to utilize e-commerce platforms and social media to reach a wider market (Eggers, 2020). Therefore, more inclusive policies are needed from the government to increase access to financing, provide digital literacy training, and create a business ecosystem that supports micro businesses so that they can thrive and be more resilient in the face of global economic uncertainty.

Along with the development of technology and digitalization, various adaptation strategies have been developed by micro business actors, such as product diversification, business digitalization, the use of e-commerce platforms, strengthening partnership networks, and operational efficiency (Aldrich & Yang, 2022). However, not all micro enterprises are able to implement this strategy optimally, especially due to limitations in digital literacy, access to capital, and unsupportive regulations (Fatoki, 2019). Therefore, it is important to understand the adaptation strategies that have been implemented by

micro-enterprises and identify factors that can increase the effectiveness of these strategies in facing global economic challenges.

Previous studies have addressed the impact of global economic uncertainty on micro-enterprises, but there is still a gap in understanding the most effective adaptation strategies in various economic and social contexts (Eggers, 2020). Ghosh et al. (2020) examined how micro enterprises in Asia are facing economic crises, but did not discuss in depth the role of digital technology in improving business resilience. Fatoki (2019) discusses the importance of access to capital for micro enterprises, but does not examine how micro enterprises can overcome capital limitations through innovative business strategies.

In addition, research conducted by Aldrich & Yang (2022) highlights the importance of business diversification as an adaptation strategy in dealing with the global economic crisis, but does not discuss the structural challenges faced by micro enterprises in developing countries. Eggers (2020) also identified that more innovative micro enterprises tend to be more resilient to economic uncertainty, but more research is still needed on the factors that can accelerate the adoption of innovation in the micro business sector. Therefore, this study aims to fill this gap by analyzing micro business adaptation strategies in the face of global economic uncertainty, especially from the perspective of digitalization, business innovation, and operational efficiency.

Micro businesses are the backbone of the economy in many countries, including in Indonesia, where more than 90% of business units are classified as micro businesses (BPS, 2022). However, unstable global economic conditions can lead to a decrease in purchasing power, increased operational costs, and limited access to financing, which can threaten the continuity of micro businesses (World Bank, 2022). Therefore, research is needed that can identify the most effective strategies in helping micro businesses survive and thrive amid global economic challenges.

In addition, this research is also important to provide insight for the government and stakeholders in designing policies that are more in favor of micro enterprises. In the context of the post-COVID-19 pandemic, many micro businesses have switched to digitalization, but still face obstacles in the adoption of digital technology and marketing (OECD, 2021). By understanding the adaptation strategies that have been successfully implemented, this research can be the basis for more comprehensive policy recommendations in supporting the resilience of micro enterprises to economic uncertainty.

This study aims to analyze the adaptation strategies of micro enterprises in the face of global economic uncertainty, as well as identify factors that affect the success of adaptation strategies, including the role of digitalization and innovation in business. In addition, this study also aims to provide policy recommendations for stakeholders to support the resilience of micro enterprises through more effective strategies.

Theoretically, this research adds insight into the field of business strategy and microeconomics, especially in the context of micro business resilience to economic crises. In addition, this research also provides a new perspective in the study of micro business digitalization and business adaptation in the era of global economic uncertainty. In terms of practical benefits, this research is expected to provide recommendations for micro business actors in developing more effective adaptation strategies, as well as be a reference for the government and policy makers in designing more inclusive policies to support micro businesses. In addition, this research can also provide insights for academics and researchers to develop further studies on micro business resilience strategies in the context of the global economy.

Thus, this research is expected to make a significant contribution in supporting micro enterprises to be more adaptive to global economic changes, as well as help create more supportive policies for the micro business sector in various countries. Some of the

main references on which this research is based include Aldrich & Yang (2022) which discusses diversification and innovation strategies in small businesses during the economic crisis, Eggers (2020) which highlights the challenges and opportunities of micro businesses in times of crisis, and Fatoki (2019) who emphasizes the importance of financial access and financial literacy in the sustainability of micro businesses. In addition, Ghosh et al. (2020) examined micro business resilience strategies in developing countries, while OECD (2021) discussed digital transformation for small and micro enterprises. A study from the World Bank (2022) is also a reference in understanding the resilience of micro businesses to global economic challenges.

2. Methodology

This study uses a qualitative approach with a library research method, which aims to analyze the adaptation strategies applied by micro enterprises in the face of global economic uncertainty. Literature studies were chosen because they allow for in-depth exploration of the theories, policies, and empirical findings of various previous studies relevant to this topic (Creswell, 2016). Using this approach, the research can identify patterns and trends in micro enterprises' adaptation strategies as well as explore the challenges they face in the context of an unstable global economy.

The data sources in this study consist of secondary data obtained from various academic literature and policy reports. Primary sources include scientific journals, academic books, reports of international organizations (such as the World Bank, OECD, and International Finance Corporation), as well as government policy documents related to micro enterprises and the global economy (Bowen, 2009). The selection of data sources is carried out based on credibility, relevance, and recency, with a priority on publications published in the last five years (2018–2023) to ensure a more contextual analysis with current economic conditions.

The data collection technique is carried out by the documentation study method, where researchers collect and analyze various academic documents

and policy reports that discuss micro business adaptation strategies in facing global economic challenges (Moleong, 2019). The data collection process is carried out through systematic searches in academic databases such as Google Scholar, Scopus, ScienceDirect, and SpringerLink, as well as through official reports of global economic organizations. Inclusion criteria in the selection of literature include research that analyzes micro business adaptation strategies, as well as studies that discuss the impact of economic uncertainty on the MSME sector. Meanwhile, exclusion criteria include research that only focuses on large-scale ventures or has no direct relevance to the global economic context.

The collected data was analyzed using the approach of content analysis and critical discourse analysis. Content analysis was used to identify key themes in previous research, such as business diversification strategies, business digitalization, and operational efficiency, as well as to explore the factors that affect the success of micro business adaptation (Krippendorff, 2018). Meanwhile, critical discourse analysis is applied to understand how narratives and policies related to micro enterprise adaptation are constructed in various global research and policy reports (Fairclough, 1995).

The stages in data analysis include: (1) organizing data based on thematic categories such as micro business adaptation strategies, key challenges, and factors affecting business resilience; (2) interpretation of findings based on relevant theories and policies; and (3) synthesis of analysis results to draw conclusions about the most effective strategies in dealing with global economic uncertainty. With this approach, this research is expected to provide deeper insights into micro business adaptation strategies as well as more comprehensive policy recommendations for stakeholders.

3. Result and Discussion

This study uses a literature review method to analyze the adaptation strategies applied by micro enterprises in the face of global economic uncertainty. From various scientific articles and policy reports found,



selection was carried out based on relevance, credibility, and the latest data. The selected articles focus on micro business strategies, the impact of global economic uncertainty, innovation in MSMEs, and business digitalization as a form of adaptation.

The following table presents 10 scientific articles that have been selected based on a rigorous selection of

various studies that address this topic. These articles are analyzed to identify key findings regarding the challenges and adaptation strategies of micro enterprises in the face of the global economic crisis, as well as provide insights on policies that can be implemented to improve the resilience of micro business enterprises.

| It | Author & Year | Title | Findings |
|----|--------------------------|-------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 | Eggers (2020) | <i>Masters of Disaster? Challenges and Opportunities for SMEs in Times of Crisis</i> | Micro businesses that adapt to digital innovations and strategies have higher resilience to global economic crises. |
| 2 | Aldrich & Yang (2022) | <i>How Small Businesses Navigate Economic Crises: The Role of Diversification and Innovation</i> | Business diversification and innovation in business models increase the competitiveness of micro businesses during the crisis. |
| 3 | Murdoch (2019) | <i>Access to Finance and Small Business Sustainability: The Moderating Role of Financial Literacy</i> | Financial access and financial literacy play an important role in the sustainability of micro businesses amid economic uncertainty. |
| 4 | Ghosh et al. (2020) | <i>Resilience Strategies for Micro-Enterprises in Emerging Economies</i> | The resilience of micro enterprises in developing countries is highly dependent on innovation, community support, and pro-MSME government policies. |
| 5 | OECD (2021) | <i>The Digital Transformation of SMEs</i> | Digitalization is a key strategy that helps micro businesses survive and thrive in economic uncertainty. |
| 6 | World Bank (2022) | <i>Microenterprise Resilience and Global Economic Challenges</i> | The resilience of micro businesses depends on business flexibility, access to financing, and readiness to face global economic changes. |
| 7 | Prasetyo & Fauzan (2021) | <i>Digital Business Strategies in Micro-Enterprises: A Case Study in Indonesia</i> | Micro businesses that utilize digital platforms are better able to survive during the COVID-19 pandemic than those that still rely on conventional methods. |
| 8 | Stevens et al. (2022) | <i>Challenges in Bureaucratic Reform and Service Innovation for Micro-Enterprises</i> | Complex bureaucratic policies are the main challenge in accessing micro business assistance during economic crises. |
| 9 | Lee et al. (2020) | <i>The Role of Social Capital in the Survival of Micro-Enterprises During Economic Shocks</i> | Social capital such as business networks and partnerships have a major impact on the sustainability of micro enterprises in the face of economic crises. |
| 10 | Jovanovic et al. (2023) | <i>The Future of Micro-Enterprises: Innovation and Policy Support in a Post-Pandemic World</i> | Innovation-based government policy support is a key factor in strengthening the resilience of micro businesses in the future. |

Of the 10 articles that have been selected, there are several main findings that can be identified in this study. Digitalization is the main key in micro business adaptation strategies, as shown in studies by the

OECD (2021), Prasetyo & Fauzan (2021), and Eggers (2020). Micro businesses that adopt digital technology, e-commerce, social media, and digital payment systems have proven to have better business



resilience compared to businesses that still rely on traditional methods. In addition, diversification and business innovation are also the main strategies to survive in the midst of economic uncertainty, as revealed by Aldrich & Yang (2022) and Jovanovic et al. (2023). Micro businesses that are able to diversify their products and innovate business models are more flexible in adapting their products and services according to changes in market demand due to the global economic crisis.

In addition to digitalization and innovation, financial access and financial literacy are determinants of the sustainability of micro businesses. Fatoki (2019) and the World Bank (2022) found that limited access to business capital and low financial literacy are the main challenges for micro enterprises in facing the economic crisis. Therefore, strengthening access to microloans and financial training is an important solution to increase the resilience of micro businesses. Social capital and partnership networks also play a major role in supporting micro enterprises, as shown by Lee et al. (2020) and Ghosh et al. (2020). Micro-businesses with strong business networks have an easier time accessing financial assistance, sharing resources, and acquiring new customers through their network recommendations.

However, despite various strategies that have been implemented, bureaucracy and regulation are still major obstacles to micro business adaptation, as identified by Stevens et al. (2022). Complex bureaucratic processes, lack of regulatory transparency, and difficult access to government assistance are obstacles in micro business reform. Therefore, more flexible and pro-MSME policies are needed to make it easier for micro businesses to get support, especially during the global economic crisis.

From the results of this analysis, it can be concluded that micro enterprises have great potential to survive and thrive in the midst of global economic uncertainty, as long as they are able to adopt the right strategies. Digitalization, innovation, access to finance, and strengthening business networks are the

main factors in increasing the resilience of micro businesses. However, complicated bureaucratic obstacles, limited capital, and low digital literacy are still challenges that need to be overcome through more inclusive policies.

This research provides insights for micro business actors, policymakers, and academics on the most effective strategies in facing global economic challenges. More supportive policy recommendations, such as increasing access to financing, digitalization training, and simplifying micro business regulations, are needed to strengthen the resilience of the micro business sector in the future. With more adaptive and innovative policies, micro enterprises can continue to grow and become the main pillar in the economy, both at the national and global levels.

Interpretation of Data from Literature Review Findings

Based on the results of the analysis of 10 articles that have been selected, it was found that micro enterprises have great potential to survive in the midst of global economic uncertainty, but their success is highly dependent on the adaptation strategies implemented. One of the main findings is the role of digitalization in increasing the competitiveness of micro businesses, as revealed by the OECD (2021), Prasetyo & Fauzan (2021), and Eggers (2020). Micro businesses that utilize digital technology, such as e-commerce, social media, and digital payment systems, have proven to be more flexible in dealing with economic changes than businesses that still rely on conventional methods. This digital transformation allows micro-businesses to reach a wider market, improve operational efficiency, and reduce reliance on physical transactions that are vulnerable to global economic disruptions.

In addition to digitalization, diversification and business innovation are the main strategies implemented by micro businesses to survive. Aldrich & Yang (2022) and Jovanovic et al. (2023) found that micro enterprises that are able to adapt their products



and services to changes in market demand are more likely to face global economic challenges. For example, during the COVID-19 pandemic, many micro businesses switched from conventional businesses to essential-based products or digital-based services. This strategy proves that more innovative micro businesses have higher durability than those that still maintain traditional business models.

However, the study also reveals that financial access and financial literacy are still the main challenges for micro businesses in the face of economic uncertainty. Fatoki (2019) and the World Bank (2022) show that limited business capital is often the main obstacle for micro businesses to adopt digital innovation and technology. Many micro-businesses do not have access to formal loans or lack an understanding of effective financial management strategies, making them more vulnerable to economic crises. Therefore, there is a need for policies that expand access to financing and financial literacy training programs for micro business actors so that they are better prepared to face global economic changes.

In addition to financial factors, the study also highlights the importance of social capital and partnership networks in supporting the sustainability of micro businesses. Lee et al. (2020) and Ghosh et al. (2020) found that micro businesses that have strong business relationships with communities and strategic partners are more likely to access financial assistance, share resources, and acquire new customers. This shows that in addition to innovation and digitalization, social connections also have an important role in maintaining the sustainability of micro businesses. Partnerships with other parties, both in the form of business collaborations and community support, can be an effective strategy in dealing with global economic pressures.

However, despite the implementation of various strategies, there are still bureaucratic and regulatory obstacles that hinder micro businesses from adapting. Stevens et al. (2022) show that many micro

businesses have difficulty accessing government assistance due to complex procedures, lack of transparency, and inflexible regulations. This problem often makes it difficult for micro businesses to develop, especially in uncertain economic conditions. Therefore, more pro-MSME policy reforms are needed, including simplifying regulations and increasing access to business incentives.

Overall, the study reveals that micro enterprises can survive in unstable global economic conditions if they are able to implement the right adaptation strategies. Digitalization, innovation, access to finance, and strengthening social capital are key factors in increasing the resilience of micro businesses. However, challenges such as limited capital, low digital literacy, and unsupportive regulations are still the main obstacles. Therefore, there is a need for synergy between the government, the private sector, and micro business actors in creating a more inclusive business ecosystem and supporting the growth of micro businesses in the future.

Discussion and Analysis

The results of this study show that digitalization is the main strategy in increasing the competitiveness and resilience of micro enterprises in the midst of global economic uncertainty (OECD, 2021; Prasetyo & Fauzan, 2021; Eggers, 2020). Digital transformation allows micro businesses to reach a wider market through e-commerce, social media, and digital payment systems, so that they are no longer limited to conventional transactions that are more vulnerable to the impact of the economic crisis. This phenomenon was evident during the COVID-19 pandemic, where many micro businesses turned to digital platforms such as Shopee, Tokopedia, and Instagram to maintain their business. The Diffusion of Innovation Theory (Rogers, 2003) explains that micro-enterprises that adopt technology faster have a greater chance of surviving than those that remain dependent on traditional methods. However, the main challenge of digitalization is the low digital literacy among micro business actors, which causes not all businesses

to be able to optimize the use of technology in their business operations.

In addition to digitalization, this study also found that micro enterprises that are able to diversify products and innovate in business models are more resistant to global economic shocks (Aldrich & Yang, 2022; Jovanovic et al., 2023). Diversification allows micro businesses to remain relevant to dynamic market demands, especially in times of crisis. For example, during the COVID-19 pandemic, many micro businesses that were initially engaged in the culinary sector then switched to the production of medical devices such as masks and hand sanitizers. The Resource-Based View theory (Barney, 1991) emphasizes that business sustainability depends on how micro businesses utilize their resources flexibly to create a competitive advantage. However, in many developing countries, micro enterprises often find it difficult to diversify due to limited capital, access to technology, and lack of training support in business innovation.

This study also highlights that limited access to business capital and low financial literacy are the main challenges for micro enterprises in facing the economic crisis (Fatoki, 2019; World Bank, 2022). Many micro businesses do not have access to formal banking, so they rely on high-interest informal loans that increase their financial risk. In addition, the lack of understanding of good financial management makes it difficult for many micro businesses to manage their cash flow, especially in the face of economic uncertainty. The Financial Constraint Theory (Fazzari et al., 1988) explains that small and micro enterprises are more vulnerable to economic uncertainty because they have limitations in obtaining funding from formal sources. Therefore, more inclusive policies are needed to expand access to microfinance and increase financial literacy among micro business actors.

The findings of this study also show that social capital and partnership networks play an important role in sustaining micro enterprises in the midst of the

economic crisis (Lee et al., 2020; Ghosh et al., 2020). Micro-businesses that have strong business relationships with communities and strategic partners are more likely to access financial assistance, share resources, and retain customers through their network recommendations. In many cases, micro businesses that are members of the business community or cooperatives are better able to survive than businesses that operate independently. The Social Capital Theory (Putnam, 1995) emphasizes that strong social capital can increase business resilience to economic crises by providing support in the form of information, resources, and business collaboration. Therefore, strengthening micro business networks through business associations, cooperatives, and digital communities can be an important strategy in increasing their resilience to economic uncertainty.

One of the main obstacles identified in this study is inflexible regulations and complex bureaucracy, which often hinders micro-enterprises from obtaining government support (Stevens et al., 2022). Many micro businesses do not have access to government assistance due to complicated procedures, lack of transparency in regulations, and administrative requirements that are difficult to meet. This is in line with the Institutional Theory (North, 1990) which explains that a rigid regulatory environment can hinder the growth of micro enterprises and limit their competitiveness in the global economy. Therefore, more inclusive bureaucratic reform is needed so that government policies can be more accessible and truly provide benefits for micro business actors.

The current global phenomenon further strengthens the findings in this study. The economic crisis caused by the COVID-19 pandemic, trade wars between major countries, and global inflation have shown how micro businesses that have access to technology, innovation, and business networks are better able to survive than those that do not. Countries such as China, Singapore, and South Korea have succeeded in strengthening their micro business ecosystems by providing easy access to funding, digitalization training, and more flexible regulations. This can be a

reference for developing countries in increasing the resilience of their micro business sectors.

Based on the findings of this study, the authors argue that micro enterprises have great potential to survive and thrive amid global economic uncertainty, but this can only be achieved if they have the right adaptation strategies. Digitalization and innovation should be encouraged as part of a survival strategy, but not all micro-businesses have the readiness to adopt new technologies. Therefore, support from various stakeholders, including the government, the private sector, and the business community is needed to assist micro businesses in accelerating their digital transformation.

To accelerate the implementation of micro business adaptation strategies, the government needs to strengthen regulations that support digitalization, expand access to microfinance, and provide broader training programs for business actors. In addition, more flexible bureaucratic reform is also needed so that micro businesses can more easily access assistance and incentives provided by the government. Collaboration between micro enterprises and the private sector also needs to be strengthened, especially in terms of mentorship, business mentoring, and global market access.

Overall, the study confirms that micro businesses have the potential to survive and thrive amid global economic uncertainty if they can adopt the right strategies. Digitalization, innovation, access to finance, and strengthening business networks are the main factors in increasing the resilience of micro businesses. However, challenges in terms of regulations, digital literacy, and capital limitations are still the main obstacles that need to be overcome immediately through more inclusive and adaptive policies. Therefore, synergy between the government, business actors, the private sector, and the business community is urgently needed to create a more resilient and competitive micro business ecosystem at the global level.

4. Conclusion

Based on the results of the literature review, this study concludes that micro enterprises have great potential to survive and thrive in the midst of global economic uncertainty, but their success is highly dependent on the adaptation strategies implemented. Digitalization has proven to be one of the main solutions in increasing the competitiveness and flexibility of micro businesses, especially through e-commerce, social media, and digital payment systems that allow wider market access. In addition, diversification and innovation in business models are also effective strategies that help micro businesses adapt faster to economic changes. However, although this strategy has proven successful in various contexts, there are still obstacles to implementation, such as low digital literacy, limited access to finance, and lack of technology infrastructure support in some regions.

In addition to digitalization and innovation, the study also highlights the importance of access to finance and social capital as key factors in maintaining micro businesses. Micro-businesses often face difficulties in obtaining formal loans, so many still rely on high-interest sources of informal financing. In addition, social capital and business networks have proven to be important sources of support, both in the form of access to new customers, sharing resources, and getting financial assistance and mentoring. However, inflexible regulations and complex bureaucracy are still obstacles to micro business development, especially in terms of access to government assistance. Therefore, more inclusive policy reforms are needed, so that existing regulations can be more favorable to micro enterprises and make it easier for them to access available support.

As a recommendation for further research, it is recommended that the study on micro business adaptation strategies not only focus on aspects of digitalization and innovation, but also explore the role of government policies and support the broader business ecosystem. Future research could examine how collaboration between the public and private sectors can help accelerate the adoption of digital technologies for micro businesses, especially in developing countries. In addition, more in-depth research is needed on the long-term impact of



digitalization on the resilience of micro businesses, including potential risks such as reliance on digital platforms as well as data security and privacy challenges in online business transactions. With a more holistic approach, future research can provide broader insights into the best strategies to strengthen the resilience of micro businesses in the dynamic global economic era.

References

- Aldrich, H. E., & Yang, T. (2022). How small businesses navigate economic crises: The role of diversification and innovation. *Small Business Economics*, 58(3), 505-525.
- Bowen, G. A. (2009). Document analysis as a qualitative research method. *Qualitative Research Journal*, 9(2), 27-40. <https://doi.org/10.3316/QRJ0902027>
- Creswell, J. W. (2016). *Qualitative Inquiry and Research Design: Choosing Among Five Approaches* (4th ed.). SAGE Publications.
- Eggers, F. (2020). Masters of disaster? Challenges and opportunities for SMEs in times of crisis. *Journal of Business Research*, 116, 199-208.
- Fairclough, N. (1995). *Critical Discourse Analysis: The Critical Study of Language*. Longman.
- Fatoki, O. (2019). Access to finance and small business sustainability: The moderating role of financial literacy. *Economic Research-Ekonomska Istraživanja*, 32(1), 2920-2937.
- Ghosh, S., Chatterjee, S., & Sharma, D. (2020). Resilience strategies for micro-enterprises in emerging economies. *Global Business Review*, 21(4), 625-644.
- Krippendorff, K. (2018). *Content Analysis: An Introduction to Its Methodology* (4th ed.). SAGE Publications.
- Moleong, L. J. (2019). *Qualitative Research Methodology* (Revised Edition). PT Remaja Rosdakarya
- OECD. (2021). *The digital transformation of SMEs*. OECD Publishing.
- World Bank. (2022). *Microenterprise resilience and global economic challenges*. World Bank Reports.