

The Shift to Wise Policy Solutions to Prevent and Overcome Covid-19 Conditions (Adaptive Strategy for Business)

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Many things and events related to strategy-wise policy in life, including lessons that are to be learned during the COVID-19 pandemic. This paper discusses the importance of health and medical care for the public, through the right strategy and the right policies by all parties, as wise policy. The present study aims to provide solutions, strategies and policies to all parties to overcome preventable and curable health problems, and also for business, especially during Covid-19. The research analyses then, looking for wise strategies to overcome problems. This is a qualitative study. Data was collected by interview and documentation with 15 informants. Data analysis is by interactive analysis (data collection, data display, data reduction and conclusions; drawing/verifying). Covid-19 has had (and continues to have) a huge impact on life globally, including for the business world. Businesses take experience from Covid-19 conditions and situations to plan and determine short and long-term strategies. Controlling various conditions needs to be faced, so the development of strategic marketing management is really needed in all quarters, and specifically in the business field. The novelty of this research relates to healthy and safe keys of business; through adaptive strategies with crisis management business people can exist so that they do not experience huge losses.

Key words: *Strategy, Wise Policy, Solutions for Preventing and Overcoming, Covid19, Adaptive Strategy for Business.*

Introduction

A. Background

The novel coronavirus Covid-19 arrived early in 2020. “[A]lthough the Covid-19 virus had been a disaster in many countries in the world, the Indonesian government still insisted that no patients were detected as positive Covid-19 in Indonesia. The Covid-19 crisis visibly can be regarded as sudden threat, as the crisis developed suddenly and it affects not only entire organisation[s], but also whole sectors of the economy”. The impact of the Covid-19 pandemic outbreak on global socio-economy can be acute, and it is crucial that recovery is essential to survive in a new normal way of living (Langgat and Langgat and Fabeil, 2020).

The Coordinating Minister for Politics, Law and Security, Mahfud MD, stated that Indonesia was the only major country in Asia that was not affected by Covid-19. “But on March 2, 2020, the President of the Republic of Indonesia, Joko Widodo, made a statement that there were two Indonesian citizens from Depok who were positively affected by Covid-19. [The s]uspected virus spread when the two patients interacted with people from Japan. Since then, there has been an increase in the number of Covid-19 positive patients in Indonesia”. As of May 4, 2020, there were 11,587 confirmed Covid-19 cases in Indonesia with 864 deaths.

In fact, Covid-19 recorded the highest infection rates and deaths compared to other coronavirus outbreaks like MERS-CoV, SARS-CoV and influenza (Liu, Gayle, Smith & Rocklov, 2020; Peeri, et al, 2020). Previous studies have contended that movement restriction is seen as the best approach to control the spread of infectious diseases like coronavirus (Chinazzi, et al, 2020; Sohrabi, et al, 2020, Smith & Freedman, 2020; Langgat and Langgat and Fabeil, 2020).

The impact of crisis or disaster on a business enterprise should be of great concern to entrepreneurs as it affects current and future business performance. Statistics have shown that about 75 percent of businesses without a continuity plan will fail within three years after a disaster or crisis strikes (Cook, 2015; Langgat and Langgat and Fabeil, 2020). Quarantelli, Lagadec and Boin (2007) suggest the importance of managing and planning processes during disaster and crisis. They define managing as contingency tactics used in dealing with crisis, whereas planning refers to the strategies that need to be undertaken in facing the future situation (Langgat and Fabeil, 2020).

Figure 1. Pasar Takjil in Malang City



Source: Document (22 April 2020)

Pasar takjil, (see Figure 1) as if it did not want to be left behind to enliven Ramadan in Malang City. “At some point along the road in the city of Malang became a favourite place to hunt for snacks iftar in the month of Ramadan. However, Ramadan this time seems to be very different from previous years. The reason is, Muslims must go through fasting activities and win a day when the covid-19”.

In this study, the authors deliberate business continuity as the entrepreneurs’ tactic in managing crisis, and the business recovery plan as the planning process after a crisis. Business continuity strategy usually comes together with a crisis recovery plan which involves resumption and restoration of operations (Cook, 2015; Langgat and Fabeil, 2020). Many studies have been conducted on business continuity strategy among large manufacturing-based companies or in the developed region (Herbane, 2013; Langgat and Fabeil, 2020). However, there are limited studies examining micro-enterprise in the less developed countries. Furthermore, most studies on crisis management processes are focused on managing the impact of epidemic disease outbreak, natural disaster, economic and financial crisis and inadvertent disaster and terrorism (Cook, 2015; Langgat and Fabeil, 2020). There is still “...a lack of literature on the impact of new and emergent cris[e]s like a pandemic outbreak on micro-enterprises. It is postulated that micro-enterprises in the less developed areas are exposed to greater challenges than larger enterprises or [those] in urban areas”, especially during a crisis.

B. Problem Formulation

The research problem formulation is a basic thing in research, and based on the background stated above, is as follows: “Shiff adaptive strategy for business and wise policy solution during Covid 19 and unstable conditions: a study of the small-scale apparel industry in Malang Raya”.

Literature Review

Strategic management emphasises long-term performance. Many companies can manage short-term bursts of high performance, but only a few can sustain it over a longer period of time. For example, of the original Forbes 100 companies listed in 1917, only 13 have survived to the present day (Mintzberg 1994; (Wheelen and J. D. Hunger, 2012). Business policy refers to the roles and responsibilities of top-level management, the significant issues affecting company-wide performance and the decisions affecting companies in the long run. Corporate strategy is the strategy developed and implemented to the goals set by the company’s business policy (Olivier Furrer, 2013).

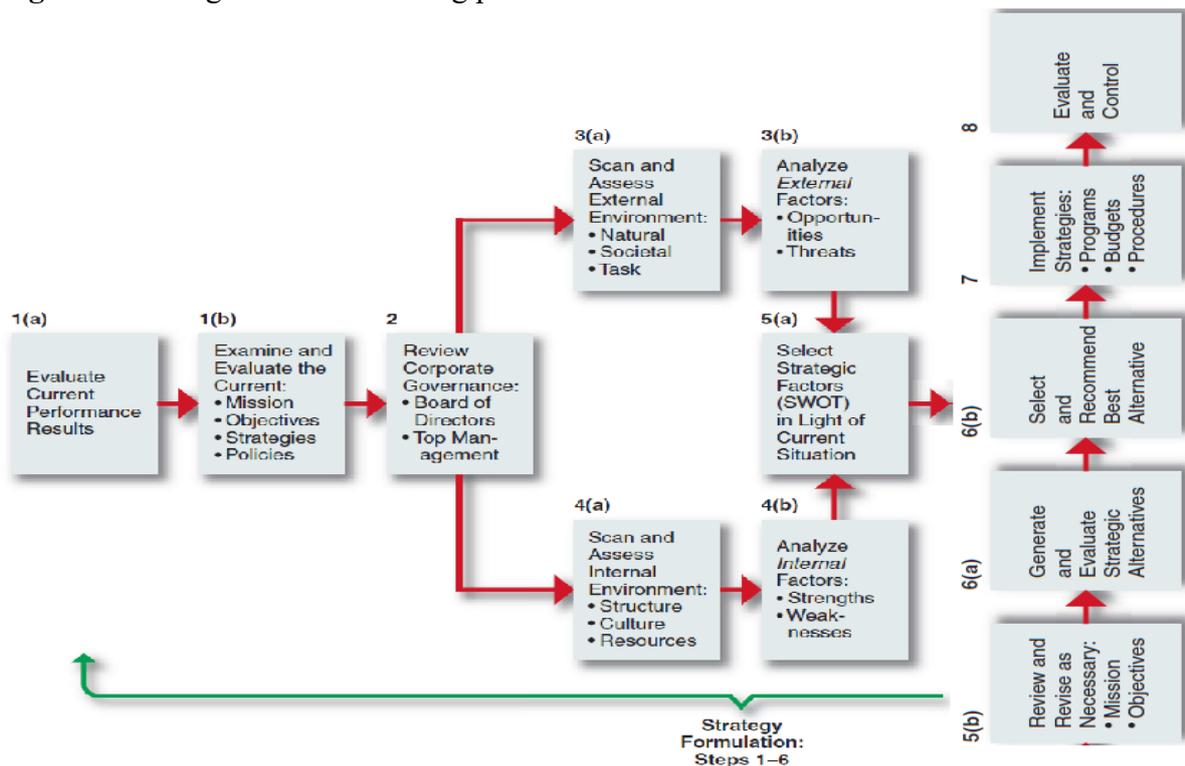
To be successful in the long-run, companies must not only be able to execute current activities to satisfy an existing market, but they must also adapt those activities to satisfy new and changing markets (Wheelen and J. D. Hunger, 2012). Research reveals that organisations that engage in strategic management generally outperform those that do not. The attainment of an appropriate match, or fit, between an organisation’s environment and its strategy, structure, and processes has positive effects on the organisation’s performance (Ahlstrand, and Lampel 1998; White, 2004; Wheelen and J. D. Hunger, 2012). Strategic planning becomes increasingly important as the environment becomes more unstable.

For example, studies of the impact of deregulation on the American railroad and trucking industries found that companies that changed their strategies and structures as their environment changed outperformed companies that did not change (Wheelen and J. D. Hunger, 2012). Strategic management is essential for organisations learning to avoid stagnation through continuous self-examination and experimentation (Ahlstrand, and Lampel 1998; White, 2004; Wheelen and J. D. Hunger, 2012). People at all levels, not just top management, participate in strategic management – helping to scan the environment for critical information, suggesting changes to strategies and programs to take advantage of environmental shifts, and working with others to continuously improve work methods, procedures and evaluation techniques (White, 2004; Wheelen and J. D. Hunger, 2012).

For example, Motorola developed an action-learning format in which people from marketing, product development and manufacturing meet to argue and reach agreement about the needs of the market, the best new product, and the schedules of each group producing it (White, 2004; Wheelen and J. D. Hunger, 2012). This action-learning approach overcame the problems that arose previously when the three departments met and formally agreed on plans but continued with their work as if nothing had happened. Research indicates that involving more people in the strategy process results in people viewing the process more positively (Wheelen and J. D. Hunger, 2012).

Good arguments can be made for using either the entrepreneurial or adaptive modes (or logical incrementalism) in certain situations. This paper proposes, however, that in most situations the planning mode, which includes the basic elements of the strategic management process, is a more rational and thus better way of making strategic decisions (Wheelen and J. D. Wheelen and J. D. Hunger, 2012).

Figure 2. Strategic decision-making process.



Source: T. L. Wheelen and J. D. Hunger. (2012)

Research indicates that the planning mode is not only more analytical and less political than the other modes, but it is also more appropriate for dealing with complex, changing environments (see Figure 2). We therefore propose the following eight-step strategic

decision-making process to improve strategic decision making (Wheelen and J. D. Hunger, 2012):

1. Evaluate current performance results in terms of (a) return on investment, profitability, and so forth, and (b) the current mission, objectives, strategies and policies (Wheelen and J. D. Hunger, 2012).
2. Review corporate governance – that is, the performance of the firm’s board of directors and top management (Wheelen and J. D. Hunger, 2012).
3. Scan and assess the external environment to determine the strategic factors that pose opportunities and threats (Wheelen and J. D. Hunger, 2012).
4. Scan and assess the internal corporate environment to determine the strategic factors that are strengths (especially core competencies) and weaknesses (Wheelen and J. D. Hunger, 2012).
5. Analyse strategic (SWOT) factors to (a) pinpoint problem areas and (b) review and revise the corporate mission and objectives, as necessary (Wheelen and J. D. Hunger, 2012).
6. Generate, evaluate and select the best alternative strategy in light of the analysis conducted in step 5 (Wheelen and J. D. Hunger, 2012).
7. Implement selected strategies via programs, budgets and procedures (Wheelen and J. D. Hunger, 2012).
8. Evaluate implemented strategies via feedback systems, and the control of activities to ensure their minimum deviation from plans (Wheelen and J. D. Hunger, 2012).

An adaptive perspective of the environment-organisation relationship assumes that organisations actively adapt to changes within their environment through making and implementing decisions which alter their strategy, structure and processes (Frishammar, 2006; Dietmar Sternad, 2012). The term adaptation is so widely used in the strategic and organisational literature that Starbuck (1965) notes that ‘one could legitimately discuss all the aspects of organisations which are relevant to adaptation, which means, in turn, that one could legitimately discuss everything that has been written about organisations (Dietmar Sternad, 2012). It is therefore necessary to define what is meant by adaptation. In Chakravarthy’s (1982) terms, I take a process perspective on adaptation (rather than investigating the state of adaptation or adaptive ability of a firm) – that organisations through a stream of decisions develop a certain pattern to orient themselves towards the environment (Dietmar Sternad, 2012).

This paper takes into account the nature of strategic decisions as including high resource commitments and affecting the overall scope and direction of a company, and building on former perspectives on strategic adaptation (Dietmar Sternad, 2012). Accordingly, strategic adaptation for the purpose of this study is defined as the process by which management actively aligns an organisation to a changing environment through setting actions which



involve high resource commitments and affect the organisation's overall scope and direction (Sternad, 2011; Dietmar Sternad, 2012). Business policy refers to the roles and responsibilities of top-level management, the significant issues affecting company-wide performance and the decisions affecting companies in the long run. Corporate strategy is the strategy developed and implemented to the goals set by the company's business policy (Olivier Furrer, 2013). As a company-wide strategy, "corporate strategy is concerned primarily with answering the question "what set of businesses should the company be in".

Economic crises like Covid 19 are environments which are both uncertain and complex, in which the limited cognitive abilities and processing capacities of individuals make a full understanding of all involved factors and the relationship between them virtually impossible (Tung 1979; Frishammar, 2006; Dietmar Sternad, 2012). Thus, the same external event can be perceived differently by different managers. As, according to the upper echelons theory, executives' cognitions and perceptions can have an influence on their strategic decision-making tendencies (Hambrick and Mason, 1984; Dietmar Sternad, 2012), "[i]t becomes crucial to take managerial perceptions and interpretations of environmental events into account when investigating how organisations" strategically adapt to economic crises (like Covid 19).

Research Methods

The type is qualitative, which is difficult to define clearly. It has no theory or paradigm that is distinctively its own. Nor does qualitative research have a distinct set of methods or practices that are entirely its own (Haradhan, 2018). Like all kinds of research however, qualitative research needs some research questions. Research questions encompass a range of topics, but most focus on participants' understanding of meanings and social life in a particular context. In qualitative research there is a close relation between the researcher's goals and the researcher's theoretical frames (Denzin & Lincoln, 2011; Haradhan, 2018).

Data collection ran between 1 – 28 February, 2020. To obtain the data needed in this study the researchers used three techniques in collecting data according to the type of research observation, interview and documentation. This study's key informants were 15 informants; consisting of four groups, namely: government officials, two people; private parties or entrepreneurs, eight people; public figures, two people, and; community or public, three people" (see Table 1).

Table 1: Research informants

No	Informan	Amount
1	Local government (leader and staff)	2 people
2	Local businessman (owner, leader and staff)	8 people
3	Public figure	3 people
4	Public / community	2 people
Total		15 people

Source: determination of research informants (2020)

The qualitative data analysis in the study used the thinking model of interactive analysis in which the analysis was known as an interactive analysis model as presented; data collection, data display, data condensation, conclusions (drawing/verifying) (Todd, D. Little., 2015; Haradhan, 2018). The theoretical frames consist of all the previous research, findings or theories; existing on the topics to be studied that are mobilised by the researcher. Methodological choices are another point to preparing a qualitative research paper (Creswell, 2015; Haradhan, 2018).

Research Results: Novelty

In this study, information was obtained for Covid-19 conditions in daily life, according to informants (see Table 2). Of the information obtained: 14 informants mentioned the importance of Organise Healthy Daily Routines; 13, Viral Protection; 12, Information Screening; 13, Diagnostic Tests; 11, Social Distancing; 12, Self-Quarantine; 14, Self-Isolation; 13, People must be aware of the call for good; 14, Fostering patterns of healthy attitudes and behaviours, physically, mentally and socially, and; 14, Everyone who is infected must have good intentions.

Certainly business people can consider these things through wise policy solutions to prevent and overcome Covid-19 as an adaptive strategy for business.

Table 2: Research informants

No	Information extracted results from Informants (summary)	Amount
1	- Organise Healthy Daily Routines	14 people
	- Viral Protection	13 people
	- Information Screening	12 people
	- Diagnostic Test	13 people
2	- Social Distancing	11 people
	- Self - Quarantine	12 people
	- Self - Isolation	14 people
3	- People must be aware of the call for good.	13 people
	- Fostering patterns of healthy attitudes and behaviours both physically, mentally and socially	14 people
	- Everyone who is infected must have good intentions	14 people

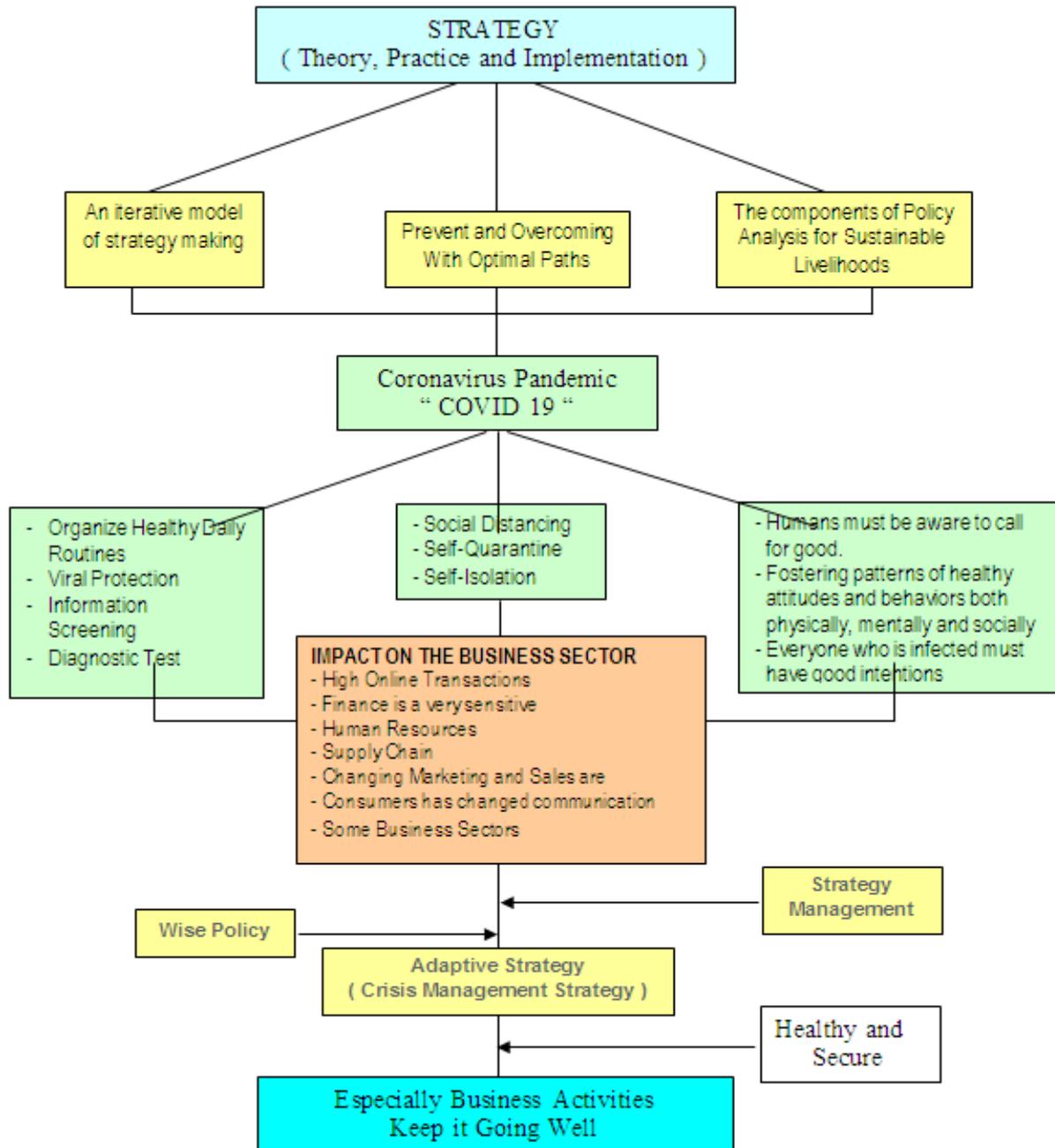
Source: Research results from informants (2020)

In the development of strategic management science, “strategic management is really needed in all coffers and specifically in the business field. Novelty from this research that healthy and safe key of business, then through adaptive strategies with crisis management of business actors can exist so that they do not experience huge losses”. Crisis management (such as is needed during Covid-19), “can be interpreted as a process that addresses an organisation with a major event that threatens to general. There are three elements that are most common for defining crises: threats to the organisation, elements of surprise and short time decisions” (see Figure 3).

Adaptive strategy perspective; “*in contrast to the problem formulation above, which are asserting a direct relationship between the cultural dimension of uncertainty avoidance and managers propensity to choose certain categories of adaptive strategies, it is explored in the following whether an indirect link exists between uncertainty avoidance and the choice of strategic action*”.

With strategic issue interpretation as opportunity or threat as a mediating variable, if radical changes management (covid-19), “especially negative ones with uncertain outcomes are likely to be seen as a threat in cultures which value predictability, are risk-averse, and less in favour of changes, then we can assume that higher levels of uncertainty avoidance in a culture could foster the interpretation of a major negative environmental change such as a global economic crisis”.

Figure 3. Model of Corona: the strategy wise policy solution to prevent and overcome Covid-19, and business smoothness



Source: Data Processing Results (2020)

According to Wheelen and Hunger, ...the strategic decision-making process is put into action through a technique known as the strategic audit. A strategic audit provides a checklist of questions, by area or issue, that enables a systematic analysis to be made of various corporate functions and activities (Wheelen and J. D. Hunger, 2012).

Note that the numbered primary headings in the audit are the same as the numbered blocks in the strategic decision-making process in Figure 3. Beginning with an evaluation of current performance, the audit continues with environmental scanning, strategy formulation and strategy implementation, and it concludes with evaluation and control (Wheelen and J. D. Hunger, 2012). Strategy management (Covid-19), “a strategic audit is a type of management audit and is extremely useful as a diagnostic tool to pinpoint corporate-wide problem areas and to highlight organisational strengths and weaknesses. A strategic audit can help determine why a certain area is creating problems for a corporation and help generate solutions to the problem”.

Adaptation choices management (Covid-19), are “mediated through opportunity/threat interpretations exists; and or whether the differences in cultural dimensions directly affect the selection of strategic responses to an economic crisis”. First, firms are using a wide range of strategic actions in response to economic crises (such as Covid 19), the selection of which is also dependent on the type of environment they are embedded in (Smart and Vertinsky 1984; Grewal and Tansuhaj, 2001; Dietmar Sternad, 2012). Strategies include rationalisation or retrenchment strategies on the one hand, as well as strategies of counter-cyclical protection or reinforcement of existing resource bases (Whittington 1991; Dietmar Sternad, 2012). On the other hand, “with cost-cutting and retrenchment being very common in times of recession”. On another dimension, some strategies are internally-directed (“like reinforcing control systems or improvement of business processes”), while others are externally-directed towards the market – including for instance changes in marketing strategies (Shama 1993), changes in pricing strategies (Chou and Chen, 2004), or changes in the international orientation of the firm (Lee et al. 2009; Enderwick 2009; Williamson and Zeng 2009; Schuh, 2011; Dietmar Sternad, 2012). Recent research (Latham and Braun 2010; Sternad 2011) also shows a tendency towards focusing on customer retention in times of crisis.

Second, “strategies employed in times of recession impact on both short-term company performance as well as long-term performance in recovery (Whittington, 1991). It was found that an over-reliance on retrenchment strategies can result in negative long-term effects (DeDee and Vorhies, 1998)”, while counter-cyclical investment strategies can potentially lead to higher performance during recovery (Whittington 1991; Roberts 2003; Wan and Yiu, 2009). Edith Penrose (1995) in her classic work on the theory of the growth of the firm, first published in 1959, already found that ‘depression is sometimes looked on as a good time to expand: costs are low, plant can be constructed and equipment bought cheaply (Dietmar Sternad, 2012).

Third, “it was proposed by several authors (e. g. Chastain 1982; Laitinen 2000; Pearce and Michael, 2006; Kitching et al. 2009; Rhodes and Stelter 2009) that a balanced (or ambidextrous’ in the words of Kitching et al. 2009) approach covering both short-term



efficiency improvements and selective market-oriented investments can lead to a higher chance of success both during as well as after the crisis”. I propose a two-dimensional matrix to classify possible strategic actions in response to an economic crisis.

The first dimension is based on Chattopadhyay, Glick and Huber’s (2001) distinction between externally directed action (“strategic action that is directed towards the market”) and internally-directed action (“action that is directed towards changing the structure, processes, systems, or resource use within the organisation”). The second dimension distinguishes between pro-active strategies (“including counter-cyclical investments”) and retrenchment strategies. This dimension resembles a similar conceptualisation for the classification of recession strategies put forward by Whittington (1991), who used the terms ‘counter-cyclical hoarders’ and ‘recessionary rationalisers’ (Dietmar Sternad, 2012).

The resulting types of strategies, “in response to economic crises (like Covid 19) proactive/external, pro-active/internal, retrenchment/external and retrenchment/internal – are not mutually exclusive. They can, as was pointed out above, be used in combination in ‘ambidextrous’ strategies”. Figure 3 “provides examples for strategic actions that can be placed into the four quadrants of strategic adaptation strategies in response to economic crises” (Covid 19).

The corona virus outbreak is having a very big impact on all aspects of life, but “for business people the main thing to note is maintaining health and safe in doing business. When business activities are carried out but conditions threaten health, even a sense of security is not obtained, a healthy and safe condition of doing business becomes an absolute strategy to ensure the smooth operation of business people”.



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