

Implementation of Business Strategy, Technology Usage, and Business Continuity during the Covid-19 Pandemic

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Abstract: The COVID-19 pandemic, which has been around for more than a year, has changed habits in the world. The Covid-19 pandemic has also disrupted every aspect of global life such as business and trade and has had an impact on new behaviors and habits of business and economic activities. Another real impact of the Covid-19 pandemic is the risk of business survival. Therefore, the impact of the Covid-19 pandemic crisis must be a concern for entrepreneurs because it can disrupt business performance and business continuity. For this reason, this research was conducted to see whether the implementation of business strategies and the use of technology could have an impact on efforts to maintain the continuity of a business venture. The research data was collected by survey method to 200 respondents and 160 research data were collected (response rate 80%). Hypothesis testing is based on Structural Equation Modeling (SEM) Analysis of Partial Least Squares (PLS) using Warp PLS software version 5.0. The research findings conclude that the implementation of the strategy and the level of technology use has a positive impact on business continuity during the covid-19 pandemic.

Keywords: strategy implementation, technology usage, business continuity.

Abstrak: Pandemi Covid-19 yang sudah lebih dari setahun mewabah telah merubah kebiasaan di dunia. Pandemi Covid-19 juga telah mengganggu setiap aspek kehidupan global seperti bisnis dan perdagangan dan berdampak pada perilaku dan kebiasaan baru kegiatan bisnis dan ekonomi. Dampak nyata lain dari pandemi Covid-19 adalah adanya risiko kelangsungan hidup usaha bisnis. Oleh sebab itu, dampak krisis pandemi Covid-19 harus menjadi perhatian bagi pengusaha karena dapat mengganggu kinerja bisnis dan kelangsungan usaha. Untuk itu penelitian ini lakukan untuk melihat apakah implementasi strategi bisnis dan pemanfaatan teknologi dapat berdampak pada upaya menjaga kelangsung sebuah usaha bisnis. Data penelitian dikumpulkan dengan metode survei terhadap 200 responden dan terkumpul 160 data penelitian (80%). Pengujian hipotesis didasarkan pada Analisis Structural Equation Modeling (SEM) Partial Least Squares (PLS) dengan menggunakan perangkat lunak Warp PLS versi 5.0. Temuan penelitian menyimpulkan bahwa implementasi strategi dan tingkat penggunaan teknologi memberikan dampak positif terhadap keberlangsungan usaha di masa pandemi covid-19.

Kata Kunci: implementasi strategi, tingkat penggunaan teknologi, tingkat kelangsungan usaha.

INTRODUCTION

It's been more than a year since the Covid-19 pandemic has changed habits in the world. Not only changing individual human behavior, but the Covid-19 pandemic has also disrupted every aspect of global life such as business and trade (Achim et al., 2021), social (Ratten, 2020a), also has an impact on new behaviors and habits of business and economic activities (Azizah et al., 2020). The coronavirus pandemic that affects various sectors has an impact on losses that tend to be very broad and multi-sectoral (Fitriasari, 2020). The Covid-19 pandemic had a very significant impact on the economy (Kumar et al., 2020; Pramono et al., 2021) due to supply chain disruptions (Chowdhury et al., 2020). Covid-19 has caused economic shocks from the household, local, national to global levels (Taufik and Ayuningtyas, 2020; Kusumastuti, 2020). (Fitriasari, 2020) explained that the coronavirus outbreak caused a health and economic emergency so that trade, investment, and employment activities experienced a crisis and had an impact on the achievement of sustainable development goals.

The outbreak and rapid spread of Covid-19 have caused great challenges for many companies (Kang et al., 2021) Another problem that has emerged as a result of the Covid-19 pandemic, is the difficulty of businesses knowing how to activate and increase employee productivity (Anderson et al., 2020) due to restrictions on social activities. The Covid-19 pandemic has also had a significant decreasing impact on the business activities of private companies (Gu et al., 2020). For this reason, business owners and managers must have a new understanding of entrepreneurship because there have been substantial changes in lifestyle, culture, and social interaction (Ratten, 2020b). The Covid-19 pandemic demands changes in the way things work, nature, and the way the changes will be carried out (Durst and Henschel, 2021). (Hazirah et al., 2021) explained that the mitigation of the impact of the Covid-19 pandemic that entrepreneurs must do is to adapt to new norms and take advantage of the situation to gain profits.

Another real impact of the Covid-19 pandemic is the risk of business survival (Mukoffi and As'adi, 2021). This is as described by (Fabeil et al., 2020) which states that the impact of the current Covid-19 pandemic crisis must be a concern for entrepreneurs because it will affect business performance which in turn can disrupt business continuity. Every entrepreneur must force business organizations to make changes in operational behavior, so every business owner and manager must implement business continuity management (Kusumastuti, 2020). Business continuity can be maintained by implementing company strategies in managing crises and preparing business recovery plans (Fabeil et al., 2020).

Therefore, the Covid-19 pandemic has encouraged entrepreneurs to implement social media-based marketing strategies and various digital platforms (Rosmandi, 2021). Every entrepreneur needs to understand the role of digital marketing and online media, especially when mobility is limited during the Covid-19 pandemic (Awali and Rohmah, 2020). This further strengthens that the Covid-19 pandemic has changed the pattern of management strategy approaches and accelerated the automation process (Anderson et al., 2020). The Covid-19 pandemic has prompted business owners and managers to apply relevant management tools, such as risk management analysis, strategic planning, HR management, logistics, and supply chain management (Luisetto and Latyshev, 2020).

(Verbeke and Yuan, 2021) further explained that the Covid-19 pandemic will not only change the structure and function of the world economy but will also have a long-term impact on the implementation of large-scale business strategies. Companies must implement product development strategies, build supply chain management, and migrate to digital technology (Kang et al., 2021). Therefore, entrepreneurs, especially small business owners, must strive to increase collaborative efforts and involve innovative mindsets in running their businesses (Liguori and Pittz, 2020). To overcome the new environmental challenges of the Covid-19 pandemic era, (Abubakar, 2020) explained that companies need to build new strategic assets including strategic capabilities, technology, and customer feedback by utilizing digital resources.

The Covid-19 pandemic has radically changed business realities, face-to-face contact has turned into online service interactions in various business activities (Anderson et al., 2020). The utilization of technological sophistication will make it easier for business owners or managers to carry out production, managerial processes and even to obtain information related to the right market share for the business they are running (Mukoffi and As'adi, 2021). For this reason, the use of information and communication technology is a key factor that management must implement (Luisetto and Latyshev, 2020). This is also supported by Priyono et al. (2020) which states that every company, especially small and medium-sized businesses, must overcome environmental changes due to the Covid-19 pandemic by pursuing business model transformation with the support of digital technology. Digitization increases a company's available resources in scope, scale, and flexibility (Guo et al., 2020).

Once again, the Covid-19 pandemic has dramatically changed society and changed current business practices (Ratten, 2020). Entrepreneurs must demonstrate survival skills through innovation and strategies to manage the impact of the crisis on their business (Fabiell et al., 2020). It is also explained by (Obrenovic et al., 2020) that the vulnerability or risk of business continuity during a pandemic can be anticipated with strategic planning and efficient leadership. The competitive dimension of business strategy will also provide a business continuity position (Hamilton, 2020). Therefore, it is increasingly important for every company to explore the impact of the Covid-19 pandemic on business continuity risks and it is necessary to identify potential strategies to anticipate these impacts (Chowdhury et al., 2020). Every company must have a dynamic ability to overcome problems with strategy and innovation (Guo et al., 2020). Business models must adapt to the dynamics of the environment by innovating through digital technology (Pramono et al., 2021).

The decision to use and adopt technology is considered to play a role in maintaining the viability of the organization (Akpan et al., 2020). This is very reasonable because the transformation of business models supported by digital technology has been widely described in the literature as one of the strategies used to respond to disturbing environmental changes, especially during the Covid-19 pandemic (Priyono et al., 2020). This is also supported by (Guo et al., 2020) which states that business continuity and growth will be influenced by the role of digital technology. This is shown from the results of research which conclude that business digitization contributes to improving business performance. Despite the Covid-19 pandemic, companies that adopt advanced technology can help create new strategies and prepare for long-term growth, market leadership, and going concerned (Akpan et al., 2020).

Based on the above background, the Covid-19 pandemic has become a big problem in global life. The negative impact caused is very large in the life of the world's business. The risk of business continuity is the biggest issue during the Covid-19 pandemic. However, some literature explains how efforts to maintain business continuity can be carried out by business owners or managers. Fabeil et al., (2020) explained that business continuity can be maintained by implementing the strategy. On the other hand, Luisetto and Latyshev (2020) explain that the utilization and use of information and communication technology is a key factor that management must implement to support their business.

THEORITICAL REVIEW

Business Strategic Implementation. During the Covid1-19 pandemic, company management must be able to explore short, medium, and long-term impacts. Therefore, the relevant strategy to be implemented can increase the resilience and capability of the company in a rapidly changing environment and reduce severity (Chowdhury et al., 2020). On the other hand, (Gimbert et al., 2010);(Gimbert et al., 2010) argue that every company that wants to have a competitive advantage must be able to define the scope of the company through a strategic planning process.

Based on the two main typologies of Porter's model, (Teeratansirikool et al., 2013) describe two types of business strategies, namely cost leadership strategies and differentiation strategies. A cost leadership strategy has a focus on getting the lowest cost, on the other hand, a differentiation strategy will seek to create a competitive advantage for the product and create a resulting brand image compared to the products offered by competitors (Cinquini and Tenucci, 2010). On the other hand, the implementation of strategic planning will focus on how organizations can improve company performance based on a clear understanding of competition, politics, and organizational environment, and planned responses to events that may disrupt the normal operation of businesses and potentially threaten their business continuity (Herbane et al., 2004).

Technology Usage. The adoption of technology in business activities aims to improve, change, or even change the business model from an operations perspective to a strategy to gain a competitive advantage (Akpan et al., 2020). Changes in business behavior during the Covid-19 pandemic must increase the ability to compete and develop to respond to market changes, emerging opportunities, and challenges so that innovative business solutions must be digitally enabled (Pramono et al., 2021). This is as described by (Priono et al., 2020) that the Covid-19 pandemic has caused dramatic environmental changes that are driving entrepreneurs to adopt digital technologies on a wider scale and under time pressure.

The utilization of technology and digitization allows companies to reconfigure their resources to respond to crises (Guo et al., 2020). Entrepreneurs, especially small entrepreneurs, must use technology and social media to communicate with customers (Liguori and Pittz, 2020). The adoption of digital technology will help companies to increase the value of output by combining assets outside the company with existing resources (Priyono et al., 2020). Previously, (Wan, 2009) explained that most businesses need continuous improvement in the implementation of information technology to maintain and increase the number of their customers.

Business Continuity. Changes that occur in the global business environment have a great influence on organizations and force them to set the main and important course of action for the activities that must be carried out (Paunescu and Argatu, 2020). The Covid-19 pandemic crisis has caused most businesses and organizations around the world to be disrupted for a long time (Sawalha, 2020). This is also described by (Schmid et al., 2021) that the Covid-19 pandemic causes social and economic disruptions that have an impact on entrepreneurs' efforts to maintain their businesses. On the other hand, environmental contingencies that threaten business are a strategic business continuity risk for the company (Niemimaa, 2019). Therefore, a business organization that can quickly recover from the crisis will be able to maintain a competitive position for their business continuity (Herbane et al., 2004).

An effective approach to maintaining business continuity is generally carried out in the following activities, namely project planning, creating teams and assigning roles and responsibilities, conducting risk assessments, developing disaster recovery plans, developing business continuity plans (Sawalha, 2020). Furthermore, (Niemimaa et al., 2020) explained that traditionally, to identify the level of business continuity, companies need to focus on risk measures that threaten business operations such as probability, frequency of risk of losing business facilities, losing influence in doing business, how alternative customer service processes can be managed appropriately, the ability to meet the minimum level of service that needs to be delivered and how long it will take.

The relation between strategy implementation and business continuity during the Covid-19 pandemic. Efforts to maintain the viability of a business organization have historically been triggered by disruption (Schmid et al., 2021). Companies that experience external disturbances will carry out adaptation and innovation strategies (Kraus et al., 2020). Companies that have a strategy based on the right strategic decisions can improve business sustainability (Hamilton, 2020). Companies that implement innovative business models made possible by technological developments will provide great opportunities to keep innovating (Niemimaa, 2019).

An innovative and holistic strategic approach is currently needed to help organizations reduce the impact of unexpected incidents (Sawalha, 2020). Finally, the implementation of strategies for effective business management will provide a framework to build the company's resilience and ability to respond to any threats both internal and external. (Paunescu and Argatu, 2020). Therefore, this study will test the following hypothesis:

H1: There is a relation between strategy implementation and business continuity during the Covid-19 pandemic.

The relation between the use of technology in business continuity during the Covid-19 pandemic. Companies that utilize information communication technology and digitalization technology by integrating the internet, social media, and online platforms support business operations during the Covid-19 pandemic (Obrenovic et al., 2020). This is also described by (Kraus et al., 2020) that companies experiencing the shock of the Covid-19 pandemic are driving the adoption of new digital technologies to run their businesses.

Utilization of technology contributes to supporting entrepreneurs to anticipate pandemic disruptions which ultimately reduces the risk of business continuity (Gregurec et al., 2021). This needs to be anticipated because environmental contingencies such as the Covid-19 pandemic can be a significant threat to business continuity (Niemimaa, 2019). Therefore, this study will test the following hypothesis:

H2: There is a relations between the use of technology in business continuity during the Covid-19 pandemic.

METHODOLOGY

Population, sample, and data collection method. The population and sample involved in this study are business owners or business managers in small and medium business groups in the Palembang city area. The data collection process was carried out during the period July 2021 to August 2021. A total of 200 questionnaires have been sent to respondents using the Google Form media, however, respondents who responded and filled out the complete research questionnaire were 160 respondents or with a response rate of 80%. The other 40 respondents did not respond. Table 1 shows the process of collecting research data.

Table 1. Data Collection Process

Explanation	Number of questionnaires
Number of respondents surveyed	200
Number of respondents who responded	40
Number of respondents who did not respond	160
Response rate	80%

Source: Primary data processed

Data analysis method. Hypothesis testing is using Partial Least Square (PLS) Structural Equation Modeling (SEM) analysis. SEM-PLS analysis using Warp PLS software version 5.0. The two stages in PLS testing can be explained as follows:

Model quality testing. (Kock, 2011) explained that testing the quality of the SEM-PLS model was carried out to compare the best models between different models. The quality test of the SEM-PLS model is based on model fit and quality indices consisting of three fit indicators, namely average path coefficient (APC), average R-square (ARS), and average variance inflation factor (AVIF). Criteria p-value for APC and ARS is to be less than 0.05. Meanwhile, AVIF as an indicator of multicollinearity must have a value less than 5.

Testing the research hypothesis. Hypothesis testing is based on the value of path coefficients and the significance of p-values. To test the hypothesis with a negative direction, the path coefficients must be negative with p-values of significance below 5%. On the other hand, the positive-directed hypothesis is tested by looking at the value of path coefficients which must be positive with p-values of significance below 5%.

Strategy Implementation. Using the definition used by (Cinquini and Tenucci, 2010), strategy implementation is defined as the choice of a strategy-oriented towards innovation and business development or the implementation of a strategy-oriented to the choice of survival and efficiency. The choice of strategy was measured using the instrument used by (Setiawan et al., 2021a); (Setiawan et al., 2021b) which was developed from (Cinquini and Tenucci, 2010), respondents were asked to answer on a 6 Likert scale in 3 statement indicators.

Technology Usage. Technology usage is defined as the level of utilization of information and communication technology in business activities. The technology utilization instrument was developed based on (Rauniar et al., 2014) and Raudeliuniene et al., 2021. Respondents were asked to indicate the level of utilization of information and communication technology in carrying out business activities with a 6-point Likert scale with 3 statement indicators.

Business Continuity. Business continuity is defined as the company's efforts to ensure the continuity of its services or product delivery to consumers in the face of disruption (Schmid et al., 2021). The business continuity instrument was adopted from Niemimaa et al. (2020), respondents were asked to answer on a 6 Likert scale in 3 statement indicators.

RESULT

Table 2. Demographics Profile

Respondent Profile	Number	Percentage (%)	
Gender			
Female	40	25	
Male	120	75	
Jenis Usaha			
Trade/retail	67	41,9	
Hotels/inns	4	2,5	
Food/restaurant	8	5,0	
Processing industry	18	4,4	
Construction/developer	12	7,5	
Transportation	4	2,5	
Other	40	25,0	
	Youngest	Oldest	Average
Age	20	72	38

Source: Primary data processed

Descriptive statistics. Table 2 identifies the demographics of the respondents by age, gender, and type of business. Based on the data collected, the average age of the respondents was 38 years. The age range of the respondents involved in this study was between 20 to 72 years. This data shows that the average age of business owners or business managers who respond to data collection is still relatively young and productive in running a business. Based on gender, male respondents were more involved in research than female respondents, namely 120 (75%) male respondents, while female respondents amounted to 40 respondents (25%).

Based on the type of business run by the respondents, Table 2 shows that most of the respondents run a trading/retail business, as many as 67 respondents or 41.9%. Types of processing industry there are 18 respondents (4,45). Processing industry respondents run small and medium manufacturing businesses, such as the *songket* industry, souvenirs, and so on. There are 12 respondents (7.5%), who run the hotel and transportation business, each 4 respondents (2.5%).

What's interesting is that 40 respondents or 25% said they had other types of businesses. This indicates the possibility that not all respondents are willing to show the identity of the business being carried out or that there are types of businesses that have not been identified in this study, for example, health services businesses, beauty services businesses, pet care services businesses, or plantation, animal husbandry and so on.

Table 3. Research Variable Data

Variable	Theoretical Range	Actual Range	Mean	Standard Deviation
Strategy Implementation	3-18	3-18	15.58	3.023
Technology Usage	3-18	3-18	15.00	3.765
Business Continuity	3-18	3-18	13.09	2.529

Source: Primary data processed

In Table 3 it can be seen that the descriptive statistics for the dependent variable data. The strategy implementation data shows an average index value of 15.58 with a theoretical range of 3 – 18 and an actual range of 3 – 18. This shows that the implementation of strategies carried out by every entrepreneur/business manager in the city of Palembang is classified as a competitive strategy.

Likewise with the level of technology use, with the same theoretical range and actual range, the level of technology use has an average of 15. This shows that the level of technology use has been carried out at a relatively high level. Finally, the data also shows that the average level of business continuity in the city of Palembang is at an average value of 13.09. This figure is not too high, however, it shows the condition that the average business in the city of Palembang is in a relatively good condition in maintaining their business continuity.

Tabel 4. Data Validity and Reliability Test Results

Research variable	Loading	Composite Reliability	AVE
Strategy Implementation		0.861	0.675
SI 1	0.863		
SI 2	0.853		
SI 3	0.843		
Technology Usage		0.967	0.907
TU 1	0.868		
TU 2	0.887		
TU 3	0.866		
Business Continuity		0.810	0.593
BC 1	0.836		
BC 2	0.909		
BC 3	0.826		

Source: Primary data processed

Table 4 shows the results of testing the quality of research data. The quality of the data using validity and reliability tests. Based on the tests that have been carried out, the composite reliability value of each construct is > 0.7 . In the next test, convergent validity (average variance extracted) for each construct is at a value > 0.5 . In the reliability test, the value of the reliability indicator (loading) all constructs > 0.7 . Based on each of the test results, all indicators of research variables are feasible to be used in collecting research data.

Table 5 is the result of the discriminant validity test for the measurement of research variable data instruments. The test results conclude that the AVE square root value of each construct is greater than the highest correlation of the other constructs. Therefore, based on all the test results shown in Table 4 and Table 5, it can be concluded that all the measurement indicators of the research variables have met valid and reliable assumptions.

Tabel 5. Research Data Discriminant Validity

	IS	TPT	TKB
IS	0.822		
TPT	0.379***	0.952	
TKU	0.478***	0.407***	0.770

Diagonal elements: square root of AVE, off-diagonal elements: correlation between constructs
 ***significant at $p < 0.01$

Source: Primary data processed

Tabel 6. Model Fit and Quality Indices

Fit Model Items	Value	Standard	Conclusion
Average path coefficient (APC)	0.322, $P < 0.001$	$P < 0.05$	fit
Average R-squared (ARS)	0.296, $P < 0.001$	$P < 0.05$	fit
Average block VIF (AVIF)	1.205	≤ 3.3	fit

Source: Primary data processed

Based on Table 6 model fit and quality indices APC values, each ARS shows a value that matches the criteria. The significance value of $APC < 0.001$, ARS value < 0.001 is in the criteria below 5% (Kock, 2011). AVIF values have values below 3.3. For that it can be concluded that this research model is fit, so this research model is feasible to be used for further testing.

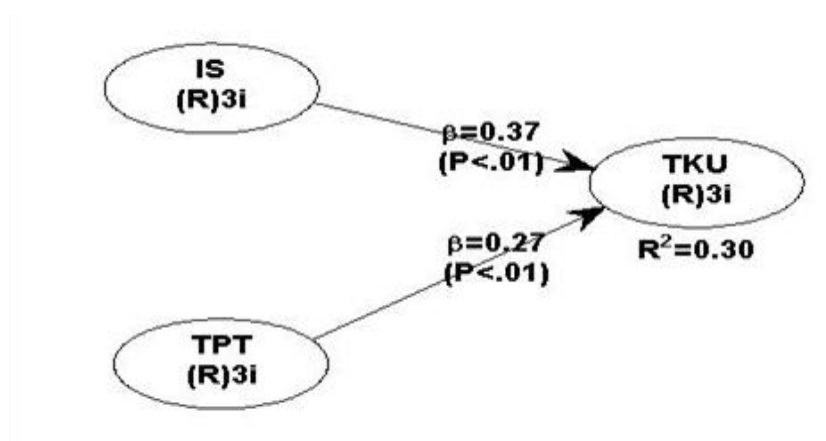


Figure 1. Research Model

Figure 1 shows the relationship between the strategy implementation variables on the level of business continuity has a coefficient value of 0.37 with a p-value < 0.01 or is at a 1% value. This proves that there is a positive relationship between strategy implementation and business continuity during the Covid-19 pandemic in the city of Palembang. This finding can explain that to maintain business continuity during the Covid-19 pandemic, every entrepreneur or business manager must be able to have an effective strategy to maintain their business continuity.

Figure 1 also shows that the level of technology use at the level of business continuity has a coefficient of 0.27 with a p-value of < 0.01 or is at a value of 1%. This has also succeeded in proving that there is a positive relationship between the level of technology use and the level of business survival during the Covid-19 pandemic in the city of Palembang. This finding also explains that the use of communication technology in the form of the internet, social media, and other online media can help create business continuity during the Covid-19 pandemic.

DISCUSSION

The relation between strategy implementation and business continuity during the Covid-19 pandemic. This study succeeded in supporting the hypothesis of the relationship between strategy implementation and business continuity during the Covid-19 pandemic. This finding can explain some of the previous findings which state that business viability can be triggered by disturbances (Schmid et al., 2021). The Covid-19 pandemic is the biggest disruption that must be faced by entrepreneurs. However, Relevant strategies can be chosen by entrepreneurs or business managers in dealing with these disturbances. The conclusions of the research results provide evidence that the use of strategies on a competitive strategy orientation has had a positive impact on entrepreneurs and business managers in maintaining their businesses. This confirms Hamilton's (2019) findings that companies that have a strategy based on the right strategic decisions can improve business.

Empirical data in this study which shows that the majority of entrepreneurs and business managers have been oriented towards implementing competitive strategies strengthens the theoretical support that the implementation of strategies that provide strategic, innovative, and adaptive frameworks can lead companies to build resilience to

respond effectively to various threats, both threats, and threats. internal and external (Paunescu and Argatu, 2020).

This finding proves that the implementation of an effective strategy has been able to overcome the threat of Covid-19 which has hurt world economic and business activities. This finding also answers the fears of (Fabeil et al., 2020) that the impact of the current Covid-19 pandemic crisis must be a concern for entrepreneurs because it will affect business performance which in turn can disrupt business continuity. The implementation of relevant strategies can answer the fears of (Fabeil et al., 2020). Companies that implement effective strategies will have a positive impact in recovering conditions due to crises, including the Covid-19 pandemic crisis. This is also described by (Herbane et al., 2004) that an organization with a relevant strategy can quickly recover from a crisis and will maintain a competitive position for their business continuity. Therefore, the conclusions obtained from this study, it is very reasonable to explain the literature and some of the previous findings.

The relation between the use of technology in business continuity during the Covid-19 pandemic. The results of this study also succeeded in proving the hypothesis that the use of technology had a positive impact on business continuity during the Covid-19 pandemic. The limited interaction between sellers and buyers, between entrepreneurs and strategic partners, has forced the world to take advantage of information technology and communication technology. The Covid-19 pandemic has accelerated the implementation of industrial revolution 4.0.

Furthermore, the results of this study support the conclusions of (Obrenovic et al., 2020) that the use of information communication technology and digitalization technology by integrating the internet, social media, and online platforms have helped the continuity of business operations of many rulers during the covid-19 pandemic. As well as developing in various places, in Palembang, online platforms and social media have been widely used by entrepreneurs to market the products and services they produce.

The findings of this study further strengthen the opinion that the use of technology contributes to supporting entrepreneurs to anticipate pandemic disruptions which ultimately reduces the risk of business continuity (Gregurec et al., 2021). This is also in line with the opinion of (Guo et al., 2020) that Leveraging technology and digitization allows companies to reconfigure their resources to respond to crises.

Thus, entrepreneurs and business managers can anticipate and respond to crises, especially the Covid-19 pandemic, in a strategic way, so that they can maintain proper communication and processes for each customer and strategic partner. Therefore, this finding reinforces the reason that implementing information and communication technology is the right way to maintain business in times of crisis such as the current Covid-19 epidemic.

CONCLUSION

This study concludes that the implementation of competitive strategies has a positive impact on businesses during the Covid-19 pandemic. On the other hand, this finding also concludes that the use of information and communication technology also has a positive impact on businesses during the Covid-19 pandemic. Competitive strategies are

innovation-oriented and adaptive to crisis disturbances, on the other hand, the use of information and communication technology in the form of websites, social media, or other digital platforms such as online shops, online-based delivery services is the answer to the current Covid-19 pandemic crisis. The findings generated in this study concluded that during the Covid-19 pandemic crisis, companies can still maintain business continuity by implementing strategic techniques.

The findings of this study provide important implications for management during the COVID-19 pandemic which has become a major nuisance in global business life. An effective strategy is an answer to maintaining business continuity in conditions of severe disruption to business life. This is as explained by (Wan, 2009), most businesses need continuous improvement in the implementation of information technology to maintain and increase the number of their customers, especially during the Covid-19 pandemic. On the other hand, relevant strategies can increase the resilience and capability of companies in a rapidly changing environment and potentially reduce severity (Chowdhury et al., 2020).

However, The results of this study also still have some limitations that can be refined in further research. This study has not looked at the choice of information and communication technology in more detail. This study has not seen how the relationship between strategy implementation and the level of technology use. Therefore, in future research it is necessary to consider looking at the information and communication technology options and the relationship between implementation strategies and the level of technology use in business activities in the city of Palembang.

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