

RESILIENCE STRATEGIES – DEFINITION, CATEGORIZATION AND LITERATURE REVIEW

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Purpose: The purpose of this text is to identify and categorize various types of corporate resilience strategies based on a literature review.

Design/methodology/approach: The study was conducted in a mixed convention. The methodology was developed pursuant to the rigour of a literature review, taking into account the recommendations of PRISMA. On the basis of the adopted strategy for searching for scientific texts in the EBSCO database, 252 texts were returned, with 50 texts being approved for the final analysis after the implementation of the elimination criteria. The study used the qualitative typology method. In addition, a selection of bibliometric analysis, keyword analysis and content analysis tools were also used in the literature review.

Findings: The main outcome of the conducted analyses is the formulation of a definition of corporate resilience strategies and the development of their typology based on the results of the literature review of texts addressing this research issue, published between 2020 and 2025.

Originality/value: The added value arising from this literature review is primarily the identification of the currently used types of corporate resilience strategies and their categorization in the form of a typology based on the criterion of the various guiding objectives pursued by enterprises in developing and strengthening resilience mechanisms. Another original element of the study findings is the presentation of the main thematic currents currently emerging in strategic management focused on organisational resilience.

Keywords: resilience, strategy, enterprise, strategic management.

Category of the paper: Literature review.

1. Introduction

Given the recent history of global crises and the resultant conditions in which business organizations conduct their activities, it is important to recognize that organizational resilience is now an extremely important research topic, requiring constant exploration in search of the best practices for building and strengthening resilience mechanisms, which, unfortunately, often prove too weak to respond to the challenges of today's risk-prone economic environment.

Previous research texts on the topic of resilience tend to focus on threads such as: building a resilient enterprise; enterprise resilience in the face of global crises, pandemic and natural disasters; concepts and attributes of enterprise resilience; or management tools for adaptation, survival and renewal during crisis situations. By contrast, researchers much less often focus their attention on the topic of strategies supporting enterprise resilience (Bąk, 2025). And it is the strategic, long-term and plan-based approach to resilience that can guarantee the real effectiveness of resilience mechanisms in confrontation with a crisis situation.

Furthermore, existing review texts on the topic of organizational resilience often concentrate on the integration of resilience issues with other aspects conditioning dynamic abilities to cope with crisis situations, such as leadership (Gichuhi, 2021; Istiqaroh et al., 2022), business continuity (Ostadi et al., 2023) or sustainability (Abdullahi et al., 2023; Ciasullo et al., 2024; Florez-Jimenez et al., 2024).

However, in the academic literature there is a clear deficit of studies presenting catalogues of resilience strategies and their typologies aimed at helping enterprises to select resilience strategies tailored to their individual needs. In view of this research gap, the purpose of this text is to identify and categorize various types of corporate resilience strategies based on a literature review.

2. Theoretical background

2.1. The role of strategic management in the shaping of enterprise resilience

As it turns out, an incidental, non-cyclical approach to organizational resilience does not work in the conditions of most crises, even less so in crises with a high potential for development and a global character. The academic and business worlds more and more often express the conviction that only a cyclical, long-term, strategic approach to building resilience, tested and refined also in non-crisis conditions, can actually be effective in a real crisis. This purpose can be served by conceptual approaches based on strategic management as a basis for creating resilience mechanisms.

Concepts of this type are increasingly reflected in the treatment of resilience itself as a strategic attribute which should find its place in the strategic management process and should determine the main strategies of enterprises. Consistent with this approach seems to be the concept that defines strategic resilience as the capability to turn threats into opportunities (Colberg, 2022). The goal is to maximize an organization's potential for variability in order to adapt it as much as possible to the conditions caused by a crisis and even to turn a crisis into growth opportunities, which was the case in various business sectors during the COVID-19 pandemic.

Another concept that coincides with the necessity to take resilience into account in the strategic management process is that of a “robust company” (Gleißner, 2023). It indicates the need to integrate risk management, strategic management and corporate ratings in order to ensure the robustness of an enterprise, understood as the ability to survive crises while maintaining a level of performance that ensures success in the long term, thus directly influencing the level of resilience.

It seems, therefore, that the role of strategic management in shaping resilience is indisputable. A holistic approach to this issue, such as that presented in the SMOR (Strategic Management of Organisational Resilience) concept (de Moura, Tomei, 2021) clearly confirms this thesis, further indicating which specific areas of strategic management should be prioritized in building resilience mechanisms. These areas include systematic analysis of scenarios, partnerships with stakeholders, systematic sharing of information, decision-making ability, financial management, rapid response and learning ability.

2.2. Understanding and objectives of resilience strategies

A resilience strategy can be understood in different ways, depending on the context in which and in relation to which actors it is considered. With regard to management, particularly risk management in organizations, the understanding of resilience strategies is quite well structured.

The most general definition of a resilience strategy, which can apply to individuals, businesses, communities or countries, is as follows: “A resilience strategy refers to a set of actions, plans, and measures put in place to enhance the resilience of individuals, organizations, communities, or systems in the face of challenges, disruptions, or adverse events. It involves proactive efforts to build adaptive capacity, mitigate risks, and effectively respond and recover from shocks or stresses” (Bhat et al., 2023).

There are a number of guidelines, drawn from the best practices of enterprises grappling with crises and implementing different types of resilience strategies, which can provide guidance for supplementing an approach to resilience with a strong strategic dimension and formulating a resilience strategy tailored to the needs of a particular business environment. These guidelines include (Deloitte, 2025):

- treating crises as catalysts for strategic transformation,
- accelerating towards the future on the basis of learning from crisis experiences,
- responding to uncertainty,
- taking actions (in response to the uncertainty of events) as a key to maintaining stability and business continuity,
- scenario planning,
- reshaping business architecture,
- defining core and edge (activities of primary importance to resilience include both those that serve the core objectives of an organisation and new business activities resulting from collaboration with external stakeholders).

A resilience strategy should not be confused with strategic resilience, which denotes the capacity of organisations to proactively transform and renew through innovation to minimize the effects of unknown future crises (Dieterle, Duchek, 2023). It is therefore one of an enterprise's levels of maturity in terms of resilience (arguably the highest), rather than its leading operational idea (i.e. a strategy).

Some conceptual approaches related to relationships between a strategy and resilience treat the development and maintenance of resilience itself as a long-term strategy. Resilience can then be defined as a strategy that not only helps to survive change, challenges and crises, but also provides an opportunity to reexamine the organization's identity (Nelson, 2021).

Based on the reviewed concepts of strategic approaches to resilience, it is possible to identify the main objectives that guide actors building resilience strategies. These objectives can include: transforming business to reshape it for the future while sustaining operations and maintaining trust (EY, 2025), anticipating material changes to the operating environment, systemically developing and testing strategic plans in the context of changes, allocating resources and creating value in ways that enable success in multiple potential futures (Cramer, Diamante, 2025).

3. Methodology

The main objective of this study was to identify and categorize organisational resilience strategies based on a literature review. In order to identify the resilience strategies currently followed by enterprises, we searched for scientific texts in the EBSCO database, which is an integrated database of academic texts within the discipline of management science. We performed text searches using keywords such as organizational resilience, organizational resiliency, resilient organization, enterprise resilience, resilient enterprise, strategy, strategies and strategic. The aforementioned keywords were supposed to be used in the titles of texts. The search was conducted on 15 June 2025.

To ensure the integrity of the intended study, we followed the methodological rigour of a literature review (Xiao, Watson, 2019) by developing an EBSCO database text search strategy and inclusion criteria. We applied the following inclusion criteria: 1) only peer reviewed articles or conference proceedings, 2) only texts in English, 3) texts published between 2020 and 2025, 4) only texts available in Open Access.

The texts retrieved on the basis of the strategy outlined above underwent an elementary bibliometric analysis based on such bibliometric indexes as the number of publications, the date of issue and keywords (Khan et al., 2020). An extension of the keyword analysis was to collate them with regard to the criterion of frequency of occurrence in the texts approved for the review and the criterion of chronology. The keywords were also analysed in terms of thematic links

among them. We also used exclusion criteria in the keyword analysis, rejecting from the analyses those keywords that did not directly reflect the subject matter of the texts reviewed (e.g. names of research methods, countries, etc.). We used the keyword network analysis tools available in the VoSViewer software.

In the next step, we became familiar with the abstracts and full texts of the retrieved texts in order to identify resilience strategies mentioned in them. For this purpose, we used elements of content analysis.

Conducting a thorough analysis of the identified resilience strategies, we followed the methodology of exploratory research (Saunders et al., 2009). This constituted the first stage of the substantive analysis of the identified strategies and, at the same time, the starting point for the second stage, which was the categorization of the identified strategies. In order to categorize them, we used the methodology of qualitative typology, which, as intended, allows the researcher to group the objects of analysis with an arbitrary catalogue of criteria for assessing their similarity (Babbie, 2003; Rzepiński, 2016).

The detailed search strategy that was applied in this study is presented in Figure 1.

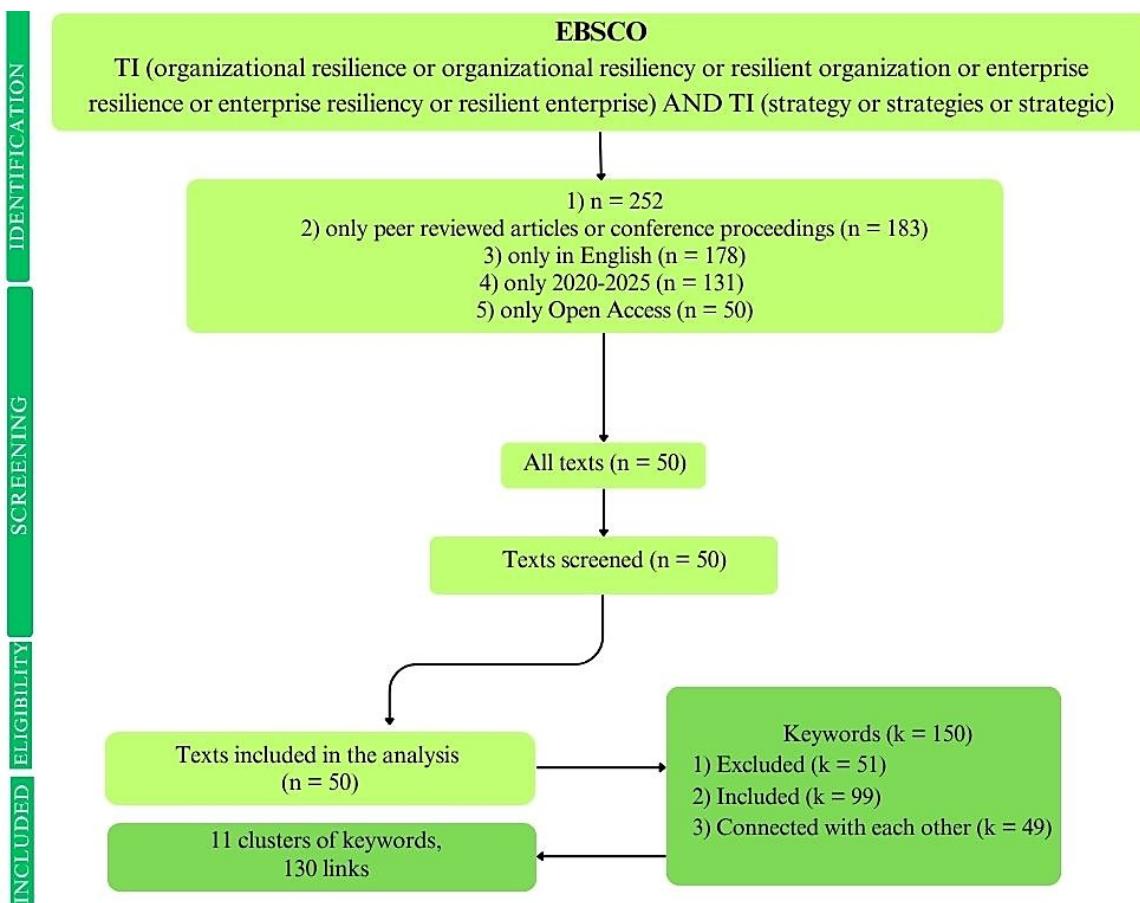


Figure 1. Search strategy based on the PRISMA guidelines.

Source: own work.

4. Results

4.1. Search results and elements of bibliometric analysis

The application of the search strategy shown in Figure 1 resulted in the identification of 252 scientific texts. After adopting the detailed inclusion criteria, this number was reduced to 50 texts, which were approved for further analysis. Having reviewed the abstracts of the texts, we concluded that they fulfilled the inclusion criteria and none of them needed to be eliminated due to a mismatch in content. Within the time range covered by the study (2020-2025), we found that the largest number of texts qualified for analysis had been published in 2024 (16), followed by 2023 (15), and then 2025 (7). In interpreting these trends, however, it should be taken into account that we conducted our review in mid-2025, so the general upward trend observed from the beginning of the period covered by the study can be expected to continue. The increase in the number of texts on enterprise resilience itself, or on strategic approaches to its development, is justified by the crisis-ridden global situation in which enterprises have been operating essentially continuously since 2020: first under conditions marked by the pandemic, then by the armed conflict in Ukraine, the energy crisis, inflationary problems, etc. The quantitative distribution of the texts selected for the review is presented in Figure 2.

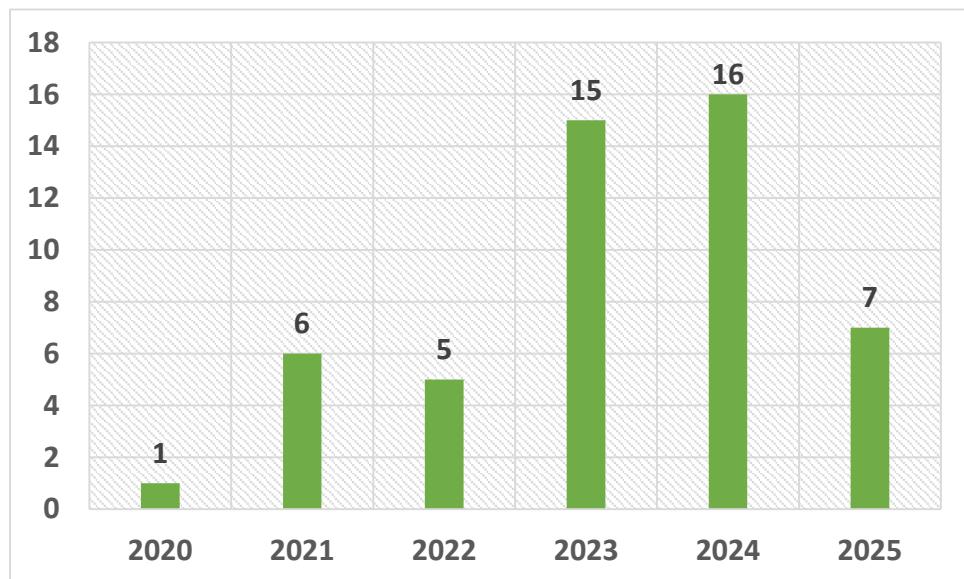


Figure 2. Chronological distribution of the texts analysed.

Source: own work.

4.2. Keywords analysis

An extremely valuable step in the first part of the literature review was a keyword analysis, with particular emphasis on a keyword network analysis. We first analysed the frequency of occurrence of the keywords identified in the texts included in the study. We identified a total of 150 keywords, which were reduced to 99 after content-based verification. Of these 99 keywords, 49 showed substantive links with each other, so we qualified these keywords for final analysis. They formed 11 thematic clusters, while also showing 130 links with each other.

It turned out that the most frequently recurring keyword, and at the same time the one showing the most thematic links to other keywords, was the term “organizational resilience”. Interestingly, the second most frequently used word was “Covid-19”. The distribution of the keywords with regard to the occurrence frequency criterion is shown in Figure 3.

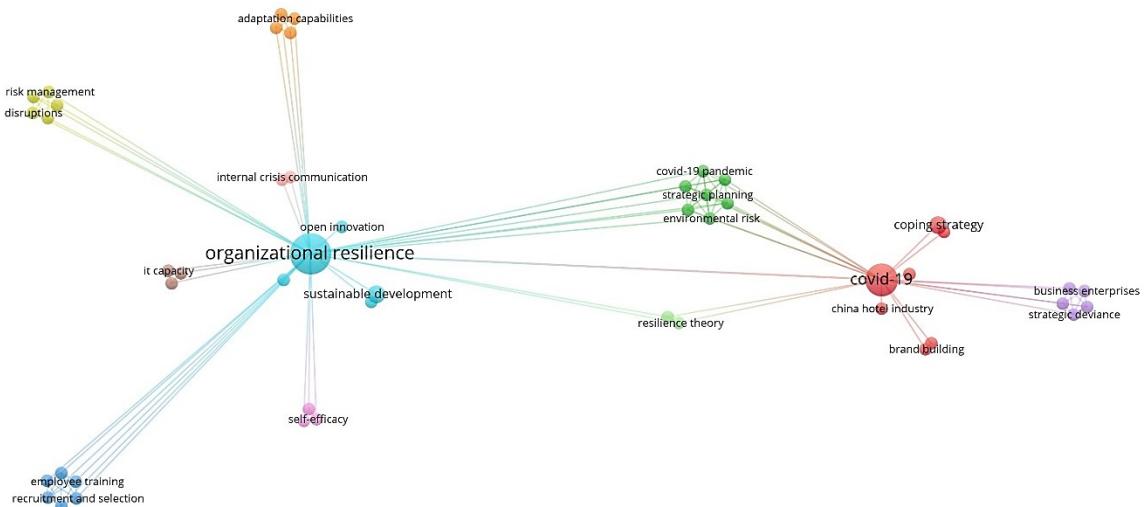


Figure 3. Keywords analysis – the occurrence frequency criterion.

Source: own work based on VOSviewer.

In the next step, the keywords were analysed against the criterion of chronology. It turned out that the latest to start appearing in the texts were keywords such as “sustainable development”, “employee training”, “recruitment and selection” and “coping strategy”. The chronological distribution of the keywords is shown in Figure 4.

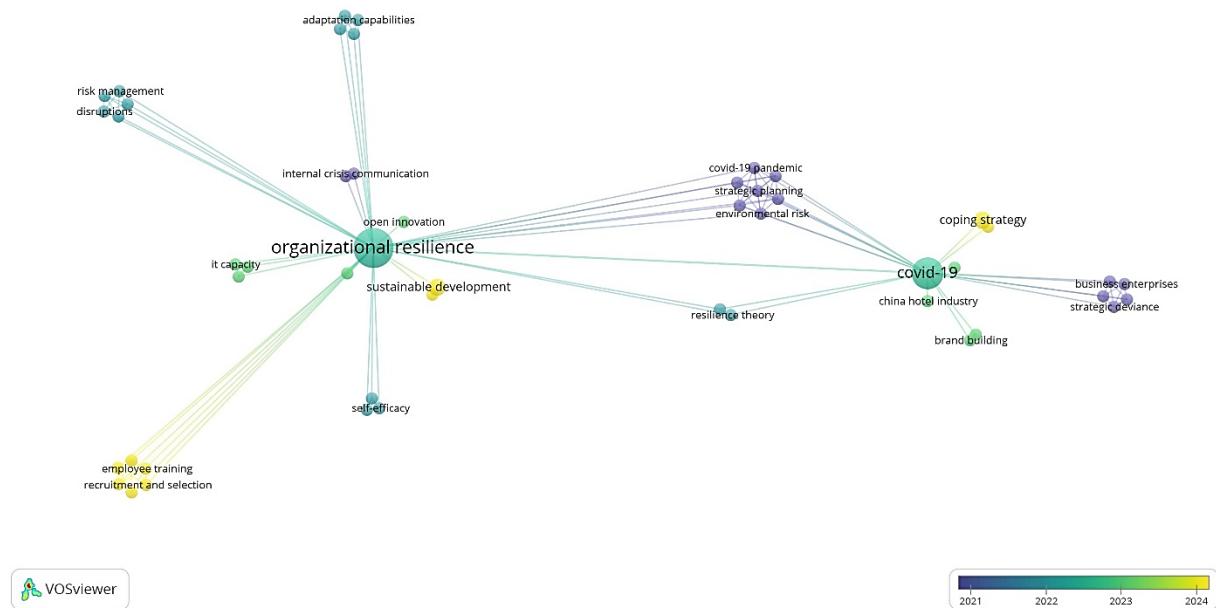


Figure 4. Keywords analysis – the chronology criterion.

Source: own work based on VOSviewer.

4.3. Typology of resilience strategies

The review of the selected texts allowed us to identify the types of resilience strategies with an indication of the sectors to which each strategy was dedicated. A summary of these types of resilience strategies is presented in Table 1.

Table 1.
Summary of types of resilience strategies

Author (year)	Type of resilience strategy	Dedicated sector
(Melvani et al., 2020)	Livelihood strategy	Farming enterprises
(Fathi et al., 2021)	Foresight strategy	Pharmaceutical enterprises
(Kodis et al., 2021)	Retreat strategy	Conservation enterprises
(Utami et al., 2021)	Mitigation strategy	MSMEs
(Kim, 2021)	Internal crisis communication strategy	All enterprises
(Kong et al., 2021)	Diversification strategy	Capital market enterprises
(de Moura et al., 2021)	Holistic SMOR strategy	All enterprises
(Cordes, 2022)	Individual workforce strategy	Healthcare enterprises
(Yu et al., 2022)	Human resource strategy	All enterprises
(Heredia et al., 2022)	“Strategy tripod”	All enterprises
(Ahmić, 2022)	Strategic sustainability orientation	All enterprises
(Baghersad, Zobel, 2022)	Operational strategy	All enterprises
(Žak, 2023)	ESG strategy	All enterprises
(Verreyne et al., 2023)	Resilience measurement strategy	SMEs
(Erdiaw-Kwasie et al., 2023)	Coping strategy	SMEs
(Mirghaderi et al., 2023)	“Blue ocean strategy”	Startups
(Pertheban et al., 2023)	Ambidextrous and dynamic capabilities strategy	SMEs
(Jiang et al., 2023)	Non-market strategy	All enterprises
(Trejo-Arista et al., 2023)	Environmental resilience strategy	Livestock enterprises
(Ho et al., 2023)	Leadership strategy	Hospitality and tourism enterprises
(Cekuls, 2023)	Competitive intelligence and AI strategy	All enterprises

Cont. table 1.

(Gu et al., 2023)	Recovery strategy	Hotels
(Muluh, Lekgau, 2023)	Adaptive strategy	SMEs
(Barbhuiya, Chatterjee, 2023)	Innovative strategy	Hospitality enterprises
(Mawonde et al., 2023)	Supply chain resilient strategy	Humanitarian organizations
(Forlano et al., 2023)	Digital maturity strategy	All enterprises
(Wided, 2023)	Flexibility strategy	SMEs
(Liang et al., 2024)	Change strategy	Manufacturing enterprises
(Takrouri, 2024)	Strategic sustainability	Service sector
(Zapłata et al., 2024)	Circular strategy	Manufacturing enterprises
(Adamu et al., 2024)	Internal crisis management strategy	All enterprises
(Chen, He, 2024)	Resilience measurement and enhancement strategy	Bay Port Enterprises
(Endaryono et al., 2024)	Leadership strategy	Healthcare enterprises
(Xia et al., 2024)	Enhancing corporate innovation strategy	All enterprises
(Direction, 2024)	Non-market strategy	All enterprises
(Mushtaq, Akhtar, 2024)	Sustainable HRM strategy	Hotels and restaurants
(Wided, 2024)	Flexibility strategy	SMEs
(Park, Seo, 2024)	Bricolage strategy	SMEs
(Engelen et al., 2024)	Pre-shock emphasis on innovation strategy	All enterprises
(Candrasa et al., 2024)	Change management strategy	All enterprises
(Georgescu et al., 2024)	Human resource management strategy	Public institutions
(Stanojević, 2024)	Thriving strategy	Telecommunications enterprises
(Abuzaid, 2024)	Corporate diversification strategy	Telecommunications enterprises
(Charisma et al., 2025)	Strategic entrepreneurship	Micro-enterprises
(Zacky, Zacky-Eze, 2025)	Communication strategy	All enterprises
(Chumpanya & Panpakdee, 2025)	Coping strategy	Agricultural enterprises
(Alkema et al., 2025)	Economic and social security strategy	All enterprises
(Plaček et al., 2025)	Offensive and defensive strategies	Public organizations and social enterprises
(Raza, Anwar, 2025)	Performance strategy	SMEs in tourism industry
(Nohong et al., 2025)	Financial and risk management strategy	SMEs

Source: own work.

The next stage of the study was to categorize the types of resilience selected mentioned in the texts included in the review. Based on this, we developed their typology (Figure 5). The identified strategy types were assigned to the following five categories: 1) resources strategies, 2) adaptability strategies, 3) development strategies, 4) relational strategies, 5) security strategies.

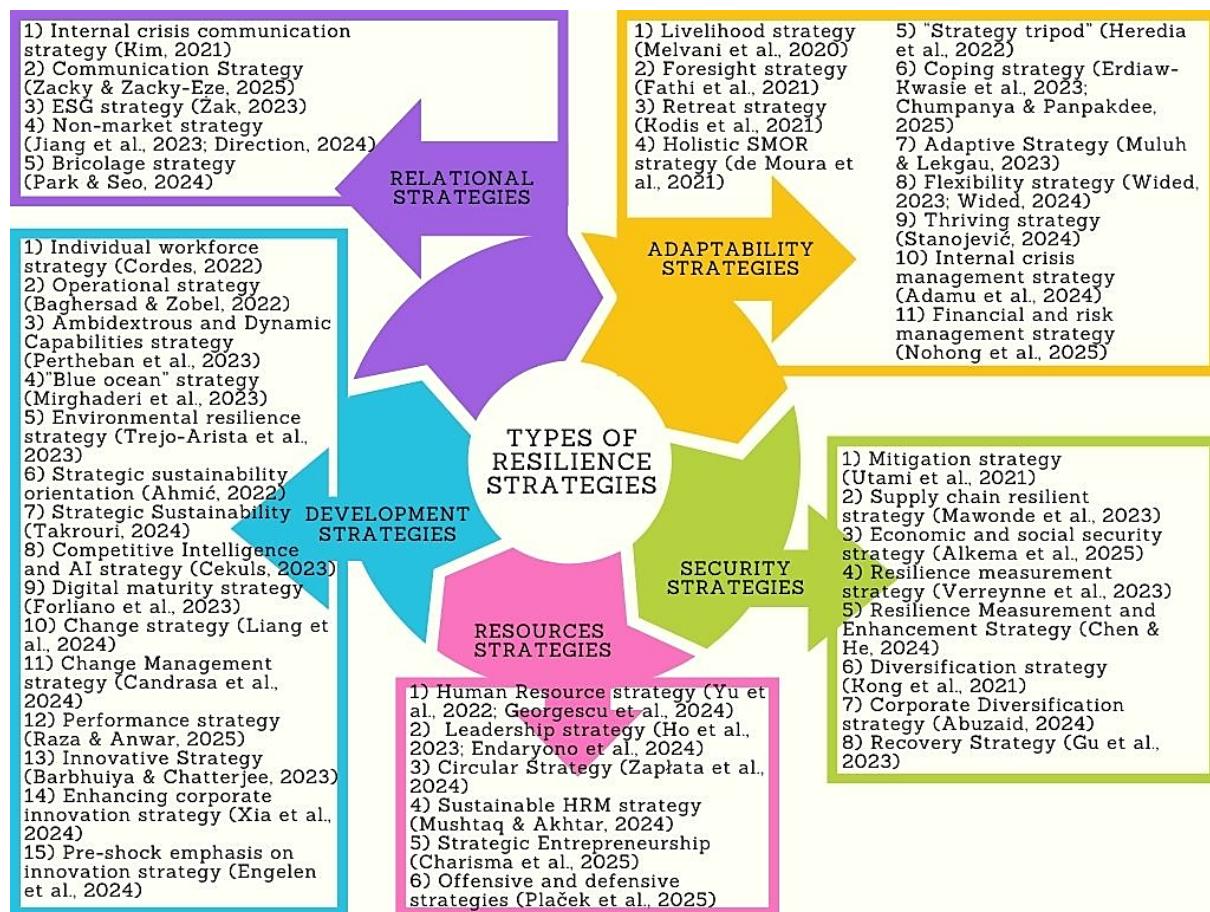


Figure 5. Typology of resilience strategies.

Source: own work.

It turned out that the highest proportion of resilience strategies identified fell into the category of development strategies (15 strategies), followed by adaptability strategies (11 strategies), security strategies (8 strategies), resources strategies (6 strategies) and relational strategies (5 strategies). As for the groups of enterprises to which the identified strategies are dedicated, 34% of the strategies are not dedicated to any specific business sector, but are presented as applicable to any enterprise, regardless of its business profile. However, the remaining 66% of the strategies are specifically adjusted to different sectors or groups of enterprises. Strategies dedicated to SMEs, hospitality and tourism enterprises, manufacturing enterprises, healthcare institutions or other groups of entities often appear.

5. Discussion

Our study shows that the largest number of resilience strategies identified in the literature on the subject are those that fall into the category of development strategies, based on building resilience through an enterprise's position and performance. Strategies in this category assume

that the stronger the position when entering a crisis, the greater the possibility of surviving it and minimizing its negative effects. Enabling the uninterrupted growth of an enterprise despite the occurrence of a crisis situation, including growth that keeps pace with the evolution of digital transformation, seems to be the highest level on the scale of resilience. This category comprises the following strategies: the “blue ocean strategy” (Mirghaderi et al., 2023), innovative strategy (Barbhuiya, Chatterjee, 2023), competitive intelligence and AI strategy (Cekuls, 2023), digital maturity strategy (Forlano et al., 2023), change strategy (Liang et al., 2024), change management strategy (Candrasa et al., 2024), performance strategy (Raza, Anwar, 2025).

Adaptability is a distinguishing factor of another broad category of resilience strategies. Adaptability strategies constitute the most default category when it comes to shaping mechanisms for resilience to various types of crises, as they are based on flexible adaptation to changing conditions. A significant proportion of the identified strategies in this category were implemented during the most prominent global crisis of recent years, namely the COVID-19 pandemic. These strategies are very often based on two aspects: creating resilience mechanisms while getting ready for crisis situations and strengthening resilience once the crisis has been contained. Strategies specific to the stage of creating resilience mechanisms include, for example, the foresight strategy (Fathi et al., 2021), coping strategy (Erdiaw-Kwasie et al., 2023; Chumpanya, Panpakdee, 2025) and flexibility strategy (Wided, 2023; Wided, 2024). On the other hand, the livelihood strategy (Melvani et al., 2020), retreat strategy (Kodis et al., 2021) or thriving strategy (Stanojević, 2024) represent the adaptability category and are specific to the stage of strengthening and improving resilience.

Another group of resilience strategies identified during the course of our study are security strategies, i.e. those that base their ability to counter crises on ensuring security for both business continuity and employees, systems, supply chains, contracts, etc. Strategies in this category include, for example, the mitigation strategy (Utami et al., 2021), supply chain resilient strategy (Mawonde et al., 2023), recovery strategy (Gu et al., 2023) as well as economic and social security strategy (Alkema et al., 2025).

Several of the resilience strategies identified referred directly to concepts based on the availability and optimal use of resources to build resilience to crises, including those of an unpredictable nature. The circular strategy (Zapata et al., 2024) and strategic entrepreneurship (Charisma et al., 2025) are examples of resource strategies. Interestingly, within this group of strategies, there were also those that consider human resources (knowledge, competence, effective management under pressure, leadership, attitudes to risk, etc.) as key to building and maintaining resilience. Such resource strategies are represented by the leadership strategy (Ho et al., 2023; Endaryono et al., 2024), sustainable HRM strategy (Mushtaq, Akhtar, 2024) and human resource management strategy (Yu et al., 2022; Georgescu et al., 2024).

The last and least numerous category of strategies comprises relational strategies, based on the concept of relationship building as a key factor in strengthening defence mechanisms against crises. In this category, we can distinguish the internal crisis communication strategy (Kim, 2021), communication strategy (Zacky, Zacky-Eze, 2025), ESG strategy (Zak, 2023) or non-market strategy (Jiang et al., 2023; Direction, 2024).

6. Conclusions

The conducted study and its results presented in this text fill the identified research gap concerning, firstly, the lack of a typology of enterprise resilience strategies in the academic literature and, secondly, the lack of a compilation of resilience strategies whose effectiveness has been proven in the face of the crises of recent years.

The proposed typology of resilience strategies could give rise to important practical implications. For many enterprises from various business sectors, they can serve as a source of knowledge of what strategies are currently proving effective in creating and strengthening resilience mechanisms in the face of global crises. Furthermore, the sectoral diversification of the strategies analysed can also assist enterprises in selecting a resilience strategy appropriate to their business profile, size and individual circumstances.

The conducted study also has some limitations. The focus on reviewing scientific texts from only one base can be considered as one of them. However, the choice of the EBSCO database is justified because it also integrates texts from other databases and accumulates scientific literature from the discipline of management science. The narrow time range covering the years 2020-2025 can be considered a further limitation. However, being aware of how rapidly approaches and methods to resilience management were evolving and how strongly they correlated with ongoing changes in the macroeconomic conditions of doing business, we wanted to focus only on the most up-to-date strategies.

We are aware that the presented catalogue of resilience strategies followed at present by various enterprises is not exhaustive. Consequently, this area of management studies needs further research focusing, firstly, on identifying newly emerging types of resilience strategies and, secondly, on analysing their effectiveness by means of appropriate measurement tools.

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