

GROUNDING THEORY ANALYSIS ON IT CONSULTANT COMPANY SURVIVAL STRATEGY IN THE VUCA ERA



Heri Fauzan¹
Universitas Bakrie, Jakarta, Indonesia
heri_fauzan@outlook.com

Jerry Heikal²
Universitas Bakrie, Jakarta, Indonesia
jerry.heikal@bakrie.ac.id

Abstract

This research was focused on how IT Consulting Companies can survive during the VUCA era (within scope 2020-2023). This research revealed the challenges during the VUCA Era and strategies to tackle the challenges. This research was conducted using grounded theory analysis, interviewing process, and gap analysis with the current theories. All methods are compiled together as a qualitative research approach. In this research, purposeful sampling was used to choose relevant respondents with minimum classification as a director level in an IT Consulting Company who knew about the company strategy and business environment during the in-scope period. The coding process was done twice, the first coding process to map the challenges in the VUCA era and the second one to find out the strategy for VUCA challenges in the first coding results. The coding process gathered 23 codes for challenges in VUCA which were categorized into 9 categories and then became 5 themes. The result concludes that the top challenge in the VUCA era is customer engagement. The second coding process found the 23 strategies from all interviews and categorized them into 5 categories and then 4 themes. It concludes that the top priority strategy to survive during VUCA is a customer-driven approach strategy with many variations.

Keywords: VUCA, IT Consulting, Grounded Theory, Customer, Engagement, Approach

INTRODUCTION

Today we are facing problems in every business environment that is commonly called VUCA (Muawanah et al, 2021). This research was supposed to highlight the current business environment analysis on specific constraints. The writer highlights some challenges that are so far currently being well-known as VUCA which stands for volatility, uncertainty, complexity, and ambiguity.

The purpose of this research is to explore analytics on how the VUCA situation is currently impacting the IT Consulting industry and what is the strategy to handle it. This research quality is limited due to time constraints to conduct this research. Only a few participants can be interviewed within the time range.

Mack Oliver explained in his book that the current world situation is in a state that is well known as VUCA. VUCA stands for Volatility, Uncertainty, Complexity, and Ambiguity. This condition elevates many business companies to change and adapt to the unpredictable situation (Mack, 2016).

Every uncertainty can create opportunities that will leverage the values of the business (Endrawati et al, 2022). This is aligned with uncertainties in the opportunity evaluation stage of the entrepreneurial process by Meijer (2010). Meijer Classified that many types of uncertainties can be processed to become opportunities. That way hopefully can make a positive impact in the current business situation.

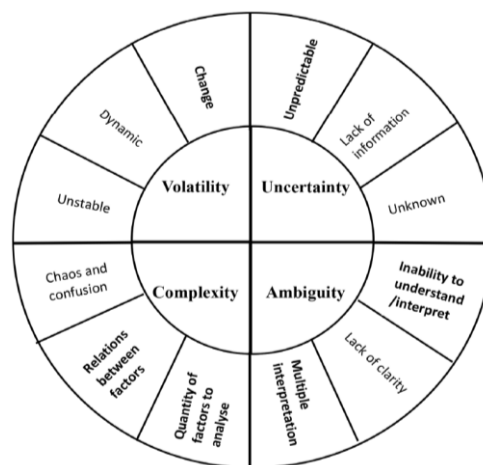


Figure 1.

VUCA Conceptual Map (Taskan 2022)

Taskan, 2022 explained in his literature review about VUCA and its problem mapping from around 833 research papers into conceptual maps in Figure 1. Volatility can be categorized as a problem that has characteristics of change, instability, and dynamic magnitude. An example of volatility is a stock price fluctuation. On the other hand, uncertainty has the characteristics of unpredictability, lack of information, and unknown conditions or events. An example of uncertainty is the pandemic of Covid 19. Complexity has characteristics of chaos and confusion, relations between factors, and quantity of factors to analyze. One example of complexity is the effects of Covid 19. The last one is ambiguity which has the characteristic of inability to understand/interpret, lack of clarity, and multiple interpretations. Global issues regarding COVID-19 can be an example of ambiguity because there is no clear explanation, but we only have protocols to follow.

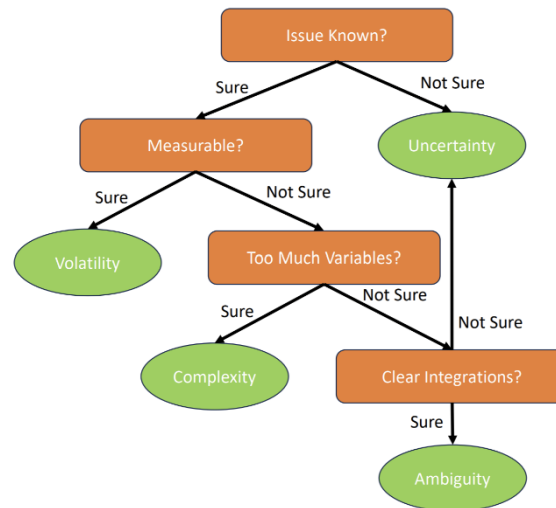


Figure 2.

VUCA Mind Mapping

From the explanation about VUCA above, we can conclude the VUCA mind mapping in Figure 2. The mapping uses the characteristics of VUCA concepts to map issues into the VUCA category based on the previous paper (B Taskan, 2022).

Information Technology Consulting or well known as IT Consulting is an industry that provides services to integrate or create solutions from information technology to solve business problems. IT Consulting company provides information technology or systems as

solutions for business needs to stay competitive in the market. In this era, many disruptive technologies are coming up. Technology is needed to stay relevant in the current market.

IT Consulting has a value proposition to offer services regarding high-end technology in the market like internet-of-things, artificial intelligence, cloud computing, and so on. The most important key resource in IT Consulting is human resources in the technology field. The cost structure of IT Consulting is to pay for the high quality of human resources, project costs, and others. IT Consulting companies offer capabilities to implement IT solutions to provide the business needs (Nur, Ayn et al., 2015).

The United Nations in its publication on the world economic situation said that the business environment is facing multiple threats as impacts from world economic challenges. The series of shocks in the world economy started from a pandemic, the war between Russia and Ukraine, and then it led to another crisis in food and energy.

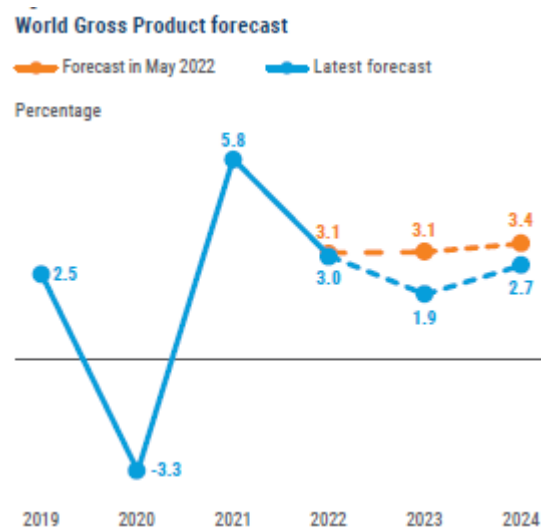


Figure 3.

Gross Product Forecast by UN DESA

From Figure 2, we can see a clear view of what happens to the current world economy in terms of gross product. There is instability in the current economic situation that leads to business uncertainty as described in the figure above.

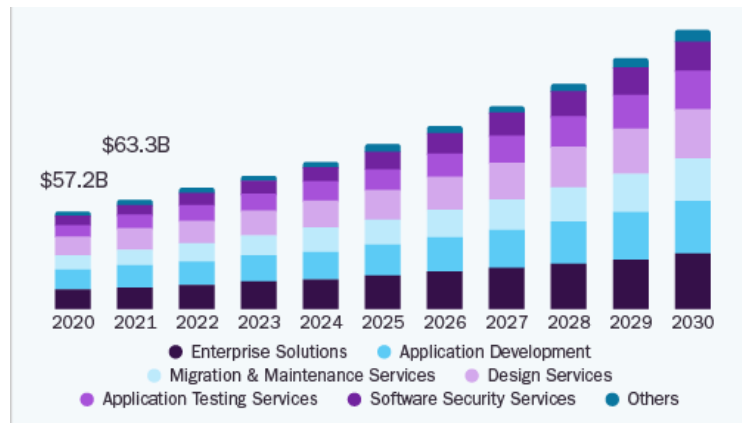


Figure 4.

IT Consulting Market Trend Analysis (Grandview Research, 2023)

Figure 3. is a trend analysis of the current and future market of IT Consulting companies. Despite many instabilities in the market, this graph predicts that IT Consulting companies can survive and grow consistently until 2030.

Thus, we know the importance of IT Consulting companies in the market, and yet they are still struggling and surviving during the era of uncertainty in VUCA. This research will find out how IT Consulting companies can survive during the VUCA era. The scope of this research was limited from the year of 2020 until 2023.

REVIEW OF LITERATURE

A literature review can help to find the gap between different research kinds of literature. It also compiles much research and connects them to synthesize research findings. The literature review can help to find which areas where research is more needed to fill the missing link between research (Tranfield et al., 2003).

Robinson, 2011 in his framework stated that clear and explicit identification of research gaps is necessary for qualitative research. There is no single approach for gap analysis accepted in common. There are many different approaches to doing gap analysis (Robinson, et all 2013).

In this research, a gap analysis was used to do a comparison between this research conclusion with the outside theories about how IT Consulting survived during the VUCA

era. This process was important to validate the quality of this research and to highlight added value from this research.

In this chapter, the writer will discuss the result and compare it with the existing literature around the globe regarding VUCA and IT Consulting company strategy to survive. So far, until this research was created, no literature explicitly mapping IT Consulting company problems into VUCA and strategy to face that problem. Hence, this literature review will focus on comparing this research result with the common strategy that is theoretically designed to work in the VUCA era. One of the theories is about agile organization. In Industry 4.0, agile management can help companies to have a better position to survive (Troise et al, 2022).

There is a lot of research about using agile as a strategy to handle VUCA. Organizational agility and technology have had a positive impact on SME (small-medium enterprise) performance during the VUCA era (Troise et al, 2022). Similar to other research, one solution to VUCA is agile working practices and organizational structure to adapt to the situation (Ganguly et al, 2009). Both findings have the same keyword to handle VUCA which is well known as agile organization or organizational agility.

In different research, they split the organization into two aspects. Both organizational structure and culture as the main things to survive and thrive during VUCA. There are several characteristics of an organization to survive: entrepreneurial mindset, resilience, learning culture, strong engagement, and so on (Ganguly et al, 2009). There is also a list of research on organizational agility strategies to tackle VUCA (Nijssen & Paauwe, 2012; Eshlaghy et al, 2010).

Buntzen in his research (Buntzen, 2021), highlighted a model for organization agility or agile organization to address VUCA. It is derived from the agile framework and integration with organizational agility kinds of literature. The model is addressing VUCA with the organizational capability to sense, distinct enablers, agile practices, and responses. Meanwhile, leadership and strategy are only seen as conditions or processes to achieve the model (Bundtzen & Hinrichs, 2021).

From the literature review, we finally can analyze how these research findings correlate with the current theories around the globe. There is no specific research about IT Consulting company strategy during VUCA, but there is a lot of research about the general strategy to thrive against VUCA. Most of them are talking about organizational agility.

In this research, the top priority strategy is about customer-driven approach. But in most theories, the main discussion is about organizational agility well known as agile organization. Organizational agility is part of this research conclusion which is part of culture adaptation strategy.

RESEARCH METHOD

Grounded Theory Analysis

The method used in this research is the Qualitative method with the Grounded Theory approach. Grounded Theory is a methodical analysis of data research and is used to evaluate interviews, observations, protocols, participation, direct involvement, and so on. It is a system of rules for the evaluation of qualitative data to methodically control this process and thus make it understandable and verifiable (Zakariah et al., 2020).

The selection of respondents through the sampling technique used in this study is purposive sampling, namely determining the sample following the research objectives through the sample characteristics of respondents. Grounded theory analysis uses different steps to find the conclusion, the steps start with coding, categorizing, and generating themes. Coding is a process to create codes from interview transcripts and code is a short phrase of the important information during the interview. All the codes then will be separated into groups of categories in the categorization process. Each group will be classified to the corresponding theme. Meanwhile, the theme is a phrase or sentence describing more substance and tacit processes (Saldana, 2016).

Grounded theory has been useful as an approach for previous research. Ridwan used this approach to highlight the opportunities for using AI in the television industry (Ridwan, 2023). In other examples, grounded theory has been meaningful in finding out the intentions

of users for using products (Jaya, 2022), the reasons behind price changes in the food industry (Ariati, 2022), and describing customer loyalty in coffee shops (Putri, 2023).

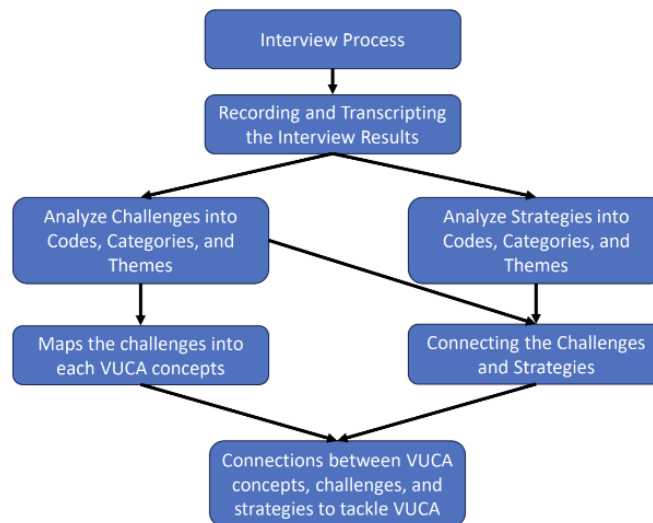


Figure 5.
Research Process Steps

Interview

The interview is a method to gather data from respondents by asking questions to respondents and getting answers from respondents. The respondent's qualification to conduct the interview is:

1. Currently working in IT Consulting Company
2. At minimum as a director level who knows the business strategy and environment
3. Active in the company within 2020-2023

The interview questions are focused on the VUCA company's condition, challenges, and strategy during the VUCA era. The result of this interview process will be digested through the steps in Figure 5. Below is the list of open-ended questions which can be customized during the interview process:

1. How is your company's condition during the VUCA era (2020-2023)?
2. What are the challenges that are coming up during that period?
3. What's your strategy to handle those challenges?

RESULTS AND DISCUSSION

Interview Summary

This research was conducted using an interview session with 3 respondents separately. Each respondent had an interview session with the writer for about 30 minutes. From the interviews, the writer took note of all key points and recorded the session (voice only).

All the respondents are experts in the IT Consulting Industry and have been participating in this Industry for more than 10 years at a director level or above. There are 3 consulting firms represented during the interview session. The 3 firms are Ecomindo Sarana Cipta, RSM Global, and Accenture.

The first respondent from Ecomindo Sarana Cipta is currently an active Chief of Technology Officer (CTO) of the company. Ecomindo is a mid-size national company based in Jakarta. In the last 4 years, Ecomindo had many challenges, opportunities, and strategies that made them grow faster.

In the first year when the pandemic came into Indonesia, they had been struggling because many projects were canceled or suspended. Then, they decided to prioritize a skills development program for all employees while learning about the situation and doing strategic things to cover all the problems. As a result of the next year, they have been growing fast in revenue (2021-2023).

On another story, from RSM IT Consulting Partner there were no major issues from the pandemic. Customer demand for technology was still stable no matter the pandemic situation. Even so, it's undeniable that many clients in the industry were falling and going into bankruptcy.

RSM did not have any problem with resource optimization during the pandemic. However, they are facing a working culture change problem where people most likely will prefer online working to onsite. They chose a strategy to do prior engagement with the customers where rather than depending on the tender process, they prefer to build a deeper relationship with the customer.

The last respondent is a managing director of Accenture. Accenture is a multinational IT Consulting Company based in the United States. He stated that they were facing the first-year problem when the pandemic first arrived, which impacted the project demand stability. But, in the next year, they also have been growing faster in revenue. And now, in 2023 there is another issue slowing down the industry globally (especially in the US) which is also impacting Accenture financially.

During the pandemic, Accenture came up with many strategies. To face the customer demand issue, they decided to create C-level events to make better engagement with customers. For internal strategy, Accenture invested a lot of money around 3 billion US dollars for internal training to upgrade employee skills.

The analysis of the interview process will be separated into two different parts. The first part is to define the challenges during VUCA and the second part is to define the strategy to face those challenges in the first part. The last part is the mapping between challenges, strategy, and VUCA problems that summarize all of this research.

Analysis of Challenges during VUCA

From the interviews, the writer coded all the transcripts from the interview process into a 2-3 combination of words. Each response from respondents will be compiled into a bucket of coding words. Then, all the coding will be classified related to them.

There are 23 codings gathered into the table, there are 2 similarities or shared challenges. The two shared challenges are work-from-home and technology trends. All companies are facing those two challenges.

Below is the coding process to map the challenges into categories:

Table 1.
Challenges Coding

Respondents	Coding	Category
CTO of Ecomindo Sarana Cipta	Project Freeze on the first year	Project Demand
	Work from Home	Working Culture
	Customer Infra Readiness	Infrastructure
	Client's Budget	Budget Efficiency
	Downgrade of IT Project Priority	Project Demand
	Communication Ineffectivity	Working Culture
	Client Visit Limitation	Procedures
	Project Pending	Project Demand
	Tech Winter	Global Issue
	Client's Low Innovation Aggressivity	Innovation
RSM IT Consulting Partner	Technology Trends	Technology Disruption
	Search for Clients	Customer Approach
	Work from Home	Working Culture
	Cashless	Technology Disruption
	Some Client's Industry Slow Down	Project Demand
	Resources Efficiency	Budget Efficiency
Managing Director of Accenture	Technology Trends	Technology Disruption
	First year slow down	Project Demand
	Work from Home	Working Culture
	Mental Health	Working Culture
	Global Economic Issue	Global Issue
	Uneffective Training	Working Culture
	Technology Trends	Technology Disruption

All the codes are gathered into suitable categories depending on the problem situation that was defined in the interview process (see Table 1). The result from the mapping process then creates the list of categories with the numerical occurrence and then the writer maps them into themes. Also, additional information metrics to map the challenges into its VUCA-related problem as below:

Table 2.
Category Mapping into Themes and VUCA

Category	Number	VUCA	Themes
Project Demand		5 V	Customer Engagement
Working Culture		6 V, C	Culture Adaptation
Infrastructure		1 U	Technology
Budget Efficiency		2 V	Financial
Procedures		1 U	Customer Engagement
Global Issue		2 U	External Drift
Innovation		1 A	Customer Engagement
Technology Disruption		4 U, A	Technology
Customer Approach		1 V	Customer Engagement

From table 2, we can conclude that all challenges are suitable to the VUCA problems respectively, like volatility, uncertainty, complexity, and ambiguity. Most challenges are classified into complexity as their VUCA problem. Meanwhile, ambiguity has the least challenges in this research.

Most categories in this mapping process are project demand, which means there are problems related to customer demand for IT projects. From the interview process, the writer found out there several issues related to project demand: downgrade priority, project pending/canceled, and customer industry slowdown.

Table 3.
Challenge Themes Mapping

Challenge Themes	Number
Customer Engagement	8
Culture Adaptation	6
Technology	5
Financial	2
External Drift	2

There are 5 themes of challenges that have been developed in this research. From Table 3, we can summarize that customer engagement is the biggest problem that IT Consulting companies are facing during the VUCA era, meanwhile, external drift and financial problems are the least problems. All the top three themes are very competitive in several occurrences, respectively customer engagement, culture adaptation, and technology.

From Table 2 and Table 3, we can conclude an interesting fact that the customer engagement theme has all VUCA-related problems. This fact is the opposite with the culture adaptation theme as the second most challenging theme in this research. Cultural adaptation only has complexity for all of their challenges.

Analysis of Strategies during VUCA

The writer has analyzed all the challenges with grounded theory, from coding to theme. The next step is to answer the main question about how to survive during VUCA. This way only can be solved by analyzing all the IT Consulting company strategies to sort out those challenges from the first part.

We need to find out all the strategies from the interview process into coding first with the following table:

From Table 4, we can figure out that most strategies are all about a customer-driven approach. It reflects the challenges from the analysis in part 3B. This customer-driven approach is relevant to the most challenging IT Consulting company facing during the VUCA era. Because the customer-driven approach strategy is the strategy to handle customer engagement challenges.

Table 4.
Strategy Coding

Respondents	Coding	Category
CTO of Ecomindo Sarana Cipta	customization based on client business	customer driven strategy
	working culture adaptation	culture adaptation strategy
	infrastructure readiness	culture adaptation strategy
	SOP readiness	culture adaptation strategy
	convincing clients	customer driven strategy
	together with clients to find solution	customer driven strategy
	win or lose narration	customer driven strategy
	MS Partner	technology trend strategy
	new skill development	technology trend strategy
	intensive communication with client	customer driven strategy
	momentum's playing	customer driven strategy
	business remodelling	value differentiation strategy
	RSM IT Consulting Partner	keep eyes open
don't wait for project tender		customer driven strategy
prior customer engagement		customer driven strategy
partnership		budget efficiency strategy
outsourcing		budget efficiency strategy
Managing Director of Accenture	cloud transformation, data & AI	technology trend strategy
	strategic level event with client	customer driven strategy
	shared service centre	budget efficiency strategy
	risk sharing	value differentiation strategy
	company acquisition	value differentiation strategy
	invest on people	technology trend strategy

After we sort out the coding process into categories, then we need to also find out the theme that mostly exists from the interview process. Below is the table to map all strategy categories into themes:

Table 5.
Strategy Categories into the Theme

Strategy's Categories	Number	Themes
customer driven strategy	10	Customer Driven Approach
technology trend strategy	4	Technology
value differentiation strategy	3	Organizational Changes
budget efficiency strategy	3	Financial
culture adaptation strategy	3	Organizational Changes

From Table 5, we have five themes, and one of them is out of league with other themes. customer-driven approach leading with ten occurrences compared to other strategies, with the nearest difference being technology with six occurrences lower than the customer-driven approach.

Customer-driven approach strategy includes a strategy to:

1. do customization based on client business,

2. how to convince clients,
3. togetherness to find the win-win solution,
4. give the customer a win-or-lose option,
5. intensive communication with clients,
6. momentum's playing,
7. keep eyes open to the current situation,
8. don't wait for the project tender,
9. prior customer engagement, and
10. strategic level event.

Relation between VUCA, Challenges, and Strategies

Using the previous mapping from issue to VUCA categories in Figure 2. We then can predict each challenge in the list into each VUCA category.

Table 6.
Challenge to VUCA Categories

Respondents	Coding	Category	Factors Are Known	Factors Are Measurable	Factors are Too Much	Multiple Interpretations	VUCA Category
CTO of Ecomindo							
Sarana Cipta	Project Freezed	Project Demand	Y	Y	X	X	V
	Work from Home	Working Culture	Y	X	Y	X	C
	Customer Infra is not Ready	Infrastructure	Y	X	X	X	U
	Client's Insufficient Budget	Budget Efficiency	Y	Y	X	X	V
	Downgrade of IT	Project Demand	Y	Y	X	X	V
	Communication Ineffectivity	Working Culture	Y	X	Y	X	C
	Client Visit Limitation	Procedures	X	X	X	X	U
	Project Postponed	Project Demand	Y	Y	X	X	V
	Tech Winter Issue	Global Issue	X	X	X	Y	U
	Client's Low Aggressivity of Innovation	Innovation	Y	X	X	Y	A
	Technology Trends Shifting	Technology Disruption	Y	X	X	Y	A
	RSM IT Consulting Partner						
Hard to find new clients	Customer Approach	Customer Approach	Y	Y	X	X	V
	Work from Home	Working Culture	Y	X	Y	X	C
	Cashless Habit	Technology Disruption	X	X	X	Y	U
	Industries Slow Down	Project Demand	Y	Y	X	X	V
	Inefficiency of Human Resources	Budget Efficiency	Y	Y	X	X	V
	Technology Trends Shifting	Technology Disruption	Y	X	X	Y	A
Managing Director of Accenture							
First year slow down	Project Demand	Project Demand	Y	Y	X	X	V
	Work from Home	Working Culture	Y	X	Y	X	C
	Mental Health Issue	Working Culture	Y	X	Y	X	C
	Global Economic Issue	Global Issue	X	X	X	Y	U
	Ineffective Online Training	Working Culture	Y	Y	X	X	V
	Technology Trends Shifting	Technology Disruption	Y	X	X	Y	A

To summarize all the challenges, strategies, and VUCA problems and find the correlation between those, the table below will show you:

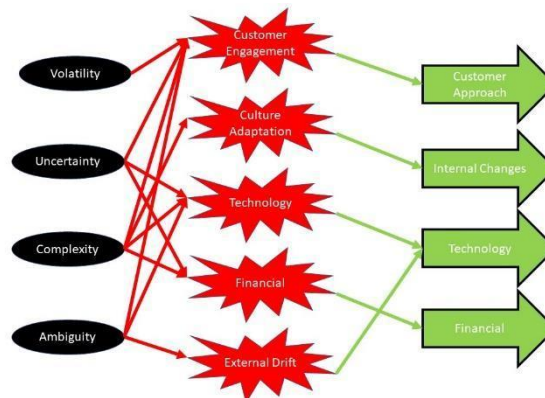


Figure 6.
Relation between VUCA, Challenges, and Strategies

From Figure 6 above, we can learn about how VUCA problems relate to all challenges and how IT Consulting companies handle those challenges. Each VUCA problem is represented by the challenge that comes.

Volatility only happens in customer engagement challenges. While uncertainty and ambiguity have three challenges at the same time. Most challenges are because of uncertainty.

From this research, only external drift is not included in the uncertainty problem. So, uncertainty problems exist in customer engagement, culture adaptation, technology, and financial challenges.

Meanwhile, uncertainty has 3 challenges which are customer engagement, technology, and financial. Ambiguity almost shares the same thing, but it doesn't include financial problems. Ambiguity has external drift challenges as a replacement for financial problems. This image also tells us that all challenges are already being managed by all the strategies.

CONCLUSION

From this research, we can sort out the most challenging IT Consulting Companies facing during the VUCA era. The biggest challenge is customer engagement. Customer engagement challenges include several issues like project demand/priority, low motivation to do innovation, and pandemic procedures. We also found out that all those challenges are still related to VUCA problems.

After all the challenges had been sorted out, to survive in the VUCA era, the most important strategy is the customer-driven approach. This customer-driven approach strategy overwhelmed other strategies in occurrences and solved the most challenges in the VUCA era.

In gap analysis, the difference between this research and other research is about the top priority of strategy to survive during VUCA. In this research customer-driven approach is the main strategy, otherwise in the literature review, the main strategy is agile organization.

Even though agile organization is part of the culture adaptation strategy in this research conclusion.

In summary, we should put a customer-driven approach also as the strategy alongside the organization's agility to protect our IT Consulting company to survive and thrive during the VUCA era.

REFERENCES

- Ahmed, J., Mrugalska, B., & Akkaya, B. (2022). Agile management and VUCA 2.0 (VUCA-RR) during Industry 4.0. In *Agile Management and VUCA-RR: Opportunities and Threats in Industry 4.0 towards Society 5.0* (pp. 13-26). Emerald Publishing Limited.
- Amanullah, A. N. A. A., Aziz, N. F. A., Hadi, F. N. H. A. H., & Ibrahim, J. (2015). Comparison of Business Model Canvas (BMC) among the three consulting companies. *International Journal of Computer Science and Information Technology Research*, 3(2), 462-471.
- Ariati, I. (2022). Analisis Faktor Peningkatan Pakan Ayam Petelur PT. Japfa Comfeed Indonesia Tbk. Menggunakan Grounded Theory. *COMSERVA: Jurnal Penelitian dan Pengabdian Masyarakat*, 2(7), 1185-1192.
- Bundtzen, H., & Hinrichs, G. (2021). The link between organizational agility and VUCA—an agile assessment model.
- Dhillon, R., & Nguyen, Q. C. (2021). *Strategies to respond to a VUCA world*.
- Endrawati, T., Bangkara, B., Irdiana, S., Antoni, A., & Siregar, A. (2022). Challenge and Opportunity of Marketing Digital-Based for Business Owners During Pandemic in Indonesia. *Indonesian Interdisciplinary Journal of Sharia Economics (IIJSE)*, 5(2), 653-671. <https://doi.org/10.31538/ijse.v5i2.2473>
- Eshlaghy, A. T., Mashayekhi, A. N., Rajabzadeh, A., & Razavian, M. M. (2010). Applying path analysis method in defining effective factors in organisation agility. *International Journal of Production Research*, 48(6), 1765-1786.
- Ganguly, A., Nilchiani, R., & Farr, J. V. (2009). Evaluating agility in corporate enterprises. *International journal of production economics*, 118(2), 410-423.
- Grand View Research (2023). *Market Analysis Report: Software Consulting Market Size, Share, & Trends Analysis Report By End-use (BFSI, Healthcare), By Enterprise Size (SMEs, Large), By Application (Enterprise Solutions, Design Services), By Region, And Segment Forecasts, 2023-2030*.
- Jaya, H. P., Soviatun, N., Akhsan, L., & Heikal, J. (2022). Intention in Using Domestic Medical Devices Based on Grounded Theory. *Jurnal Indonesia Sosial Sains*, 3(12), 1621-1628.

- Mack, O., Khare, A., Krämer, A., & Burgartz, T. (Eds.). (2015). *Managing in a VUCA World*. Springer.
- Meijer, I. S. M. (2008). *Uncertainty and entrepreneurial action. The role of uncertainty in the development of emerging energy technologies*. Utrecht University.
- Muawanah, M., Fauziah, N., Toha, M., & Manaku, A. (2021). The Survival Strategy of Halal Tourism in Covid-19 Pandemic Era. *Indonesian Interdisciplinary Journal of Sharia Economics (IIJSE)*, 3(2), 165-177. <https://doi.org/10.31538/ijse.v3i2.1104>
- Nijssen, M., & Paauwe, J. (2012). HRM in turbulent times: how to achieve organizational agility? *The International Journal of Human Resource Management*, 23(16), 3315-3335.
- Putri, M. S., & Heikal, J. (2023). Analisis Kualitatif Terhadap Kepuasan dan Loyalitas Pelanggan Kedai Kopi Gayo Menggunakan Metode Grounded Theory. *Jurnal Informatika Ekonomi Bisnis*, 28-33.
- Ridwan, D., & Heikal, J. (2023). Application Of Artificial Intelligence (AI) In Television Industry Management Strategy Using Grounded Theory Analysis: A Case Study on Tvone. *Jurnal Scientia*, 12(03), 4184-4190.
- Robinson, K. A., Akinyede, O., Dutta, T., Sawin, V. I., Li, T., Spencer, M. R., ... & Weston, C. (2013). Framework for determining research gaps during systematic review: evaluation.
- Saldaña, J. (2021). *The coding manual for qualitative researchers*. sage.
- Taskan, B., Junça-Silva, A., & Caetano, A. (2022). Clarifying the conceptual map of VUCA: A systematic review. *International Journal of Organizational Analysis*, 30(7), 196-217.
- Tranfield, D., Denyer, D., & Smart, P. (2003). Towards a methodology for developing evidence-informed management knowledge using systematic review. *British journal of management*, 14(3), 207-222.
- Troise, C., Corvello, V., Ghobadian, A., & O'Regan, N. (2022). How can SMEs successfully navigate VUCA environment: The role of agility in the digital transformation era. *Technological Forecasting and Social Change*, 174, 121227.
- UN DESA (2023). *Monthly Briefing on The World Economic Situation and Prospects: The world economy faces multiple mutually reinforcing shocks*; No. 169. United Nations.
- Zakariah, M. A., Afriani, V., & Zakariah, K. M. (2020). *Metodologi Penelitian Kualitatif, Kuantitatif, Action Research, Research and Development (R n D)*. Yayasan Pondok Pesantren Al Mawaddah Warrahmah Kolaka.