

National Resilience Strategy to Cope with Global Crisis

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Abstract. The Covid-19 pandemic has affected not just the public health system but also other spheres of social and political sector, as well as global economic conditions. More or less 651,918,402 million people were infected by the disease and 6,656,601 million people perished as a result. Up until December 2022, there were about 160 thousand deaths and 6,713,879 million infected people in Indonesia. The global economic crisis has now subsided, but its effects particularly on the international economy have not yet been entirely addressed. In fact, it is anticipated that the crisis will continue to grip the world until 2023. The effects of COVID-19 have not yet been completely resolved, and the conflict between Russia and Ukraine is continuing to affect our geopolitical dynamics. As a result, the energy and food crises have impacted not just these two nations but also Europe and even the rest of the world. These are some of the difficulties that the international community, including Indonesia, is now facing. To address this dilemma and enable Indonesia escape the global catastrophe, a national resilience strategy must be developed. Data on diverse global and national economic situations, geopolitical dynamics, including international conflicts, and the impact of technical developments are used in this study. The strategy is then formed based on the mapping of different variables in the matrix space. This approach to scenario planning is used to evaluate strategic positions and actions to be performed. According to the study's findings, Indonesia is in quadrant IV (critical situation), therefore to mitigate the impact of the global crisis on domestic issues, it is strategically important to improve the 8 aspects of national resilience and international diplomacy. This scenario is entitled Mouse Deer (**KANCIL**), it represents **dexterity, inventiveness, ingenuity, adaptability and agility.**

Keywords: Global Crisis, Pandemic Covid-19, Geopolitic, National Resilience Strategy, Game Changer

17. Introduction

17.1. Background

Three game-changers are currently affecting the planet. The first is the threat of disease, one of which is Covid-19, and the second is the geopolitical dynamics, which are influenced by disputes between the two superpowers, specifically the PRC and the United States, with the recent addition of the war between Russia and Ukraine. The third game changer is the rapid advancement of technology, which has had an impact on changes in people's culture and behavior in relation towards how they work. These three game-changers are currently having an impact on a variety of fields in societal structure. According to WHO statistics, there were a total of 6,656,601 deaths and 651,918,402 confirmed cases of COVID-19 up until the end of December 2022. [1]. What a fantastic occurrence after the world was likewise affected by the Spanish Flu pandemic 100 years ago.

The Covid-19 disease, which first appeared in the Chinese town of Wuhan, quickly spread throughout the world. Covid-19 disease does not discriminate whether a country is large or small, developed or developing, or rich or poor. There are more and more cases, and every person is affected. USA (99,027,628), India (44,676,678), France (37,988,187), Germany (37,177,845), Brazil (36044,441), Republic of Korea (28,534,558), Japan (27,765,782), Italy (24,884,034), United Kingdom

(24,884,034), and Russia are the ten nations with the largest number of infections (21.750.711). Meanwhile, Indonesia is ranked 20th with around 6,713,879 infection victims.

Every country is facing the same dilemma: the mobility restrictions they implement will all cause an economic slowdown. To break the chain of infection, they should stop a lot of activities on one side. On the other hand, they must provide the necessities for their people, including sufficient food, energy, and healthcare in this pandemic period. National income and growth both sharply declined during this time. It is possible to view the COVID-19 pandemic as a mutual enemy.

The extremely dynamic geopolitical environment is the second paradigm-shifting factor. China and America have been competing with one another for world hegemony since before the pandemic.

A new economic driver, the People's Republic of China (PRC), has emerged, challenging the supremacy of western countries, especially the United States. The PRC has strengthened its economic hegemony across Asia, Europe, and Africa through its Belt and Road/One Belt One Road Initiative. Obviously, this development puts American economic leadership at jeopardy. Rivalry between the USA and China turns into a trade conflict as they attempt to establish control over the world's various resources. The China promotes a welfare model to rule the world, whereas the USA relies more on its military power. OCD Report [2] states that China's Belt and Road Initiative (BRI) development strategy aims to strengthen connectivity and cooperation along six major economic corridors that connect China with Mongolia and Russia, Eurasian nations, Central and West Asia, Pakistan, other countries of the Indian subcontinent, and Indochina. The Belt and Road initiative may potentially be deployed to further some geopolitical objectives by connecting China's neighbor economically. This trade conflict has impacted the economies of other nations, notably Indonesia, in addition to causing friction between the two superpowers. The South China Sea, which is relatively close to Indonesia, has seen a military clash result from the economic tensions between these two giant countries. The political system and the economics of the country will undoubtedly be impacted by this situation.

The rapid advancement of technology is the third game changer that also has an impact on the condition of the global economy. Technology has had a significant impact on how humans live their lives on this planet. Our lives are now influenced by the digital era, which now has changed how people live. Technology is a human innovation that was created with the intention of enhancing and promoting human welfare. We danced and cheered when James Watt was successful at creating the steam engine. Industrialization on a large scale allows people to create goods using their minds rather than their muscles. That is the basic character of people as god's creatures who rely more on their brains than their bodies. Digitalization affects people's thoughts as well as how they work.

17.2. Problem Definition

No nation will be untouched by the three game changers mentioned above. Geopolitical upheavals, the Covid-19 pandemic, and technology advancements have changed and will continue to impact how people are living in the planet. This signifies the transition from the globalization phenomena to deglobalization. As the hegemony fleets of numerous sizable groupings of countries have formed, the global chain that once connected the world economy to one another in the form of a global supply chain is now disappearing. Indonesia is not exempt from this wave of change, thus as a nation associated in a geopolitical conflict on a global scale, Indonesia must have an effective policy in place so that it can preserve its sovereignty and even emerge from this vulnerable state. In order to build national resilience in the face of this increasingly dynamic and unstable circumstances, this study will attempt to address the issue raised above. This study will be based on answers to three key questions in order to produce the desired approach, namely:

1. What geopolitical risks, both those that can be managed and those that cannot, need to be on the lookout for in 2023?
2. According to the projection quadrant mapping on the section, where is Indonesia positioned?
3. Regarding the projection quadrant position, what strategic measures must be put in place in 2023 to minimize or even accommodate the current dynamics?

1.3 Theoretical Background

1.3.1 Strategy

The term "strategy" is almost certainly not alien to most of us; André Beaufre, a French Army general and military strategist, stated that the term is still often employed, although frequently in an incorrect or changing meaning. In a sarcastic remark, Andre states that the science and art of strategy, along with Frederick the Great's snuffbox and Napoleon's hat, have been turned into museums. [3] According to etymology, the word "strategy" originates from the ancient Greek word "strategos," which refers to the use of military power to defeat an enemy or reduce the consequences of defeat. The term "strategy," which was first more frequently employed in relation to our military operations, was widely embraced by the commercial world and even by the government. Therefore, strategy is a way to achieve a competitive advantage, according to Michel Porter's very well-known book [4]. Long-term goals must be achieved in conjunction with strategy. Based on the various definitions and expert definitions, strategy can be seen as a possible action requiring significant corporate resources and top management decisions. Similar efforts are needed for the state to keep protecting itself and to develop as a living organism. So that he can adapt to various changes, a strategy is required that always considers various environmental developments. We are currently dealing with a very dynamic environmental scenario known as VUCA (Volatile, Uncertainty, Complex, and Ambiguity), therefore it is necessary to create a national policy that incorporates all the changes that have occurred. Due to this, good and updated strategic leadership is required, namely management that can refresh its strategy in light of recent developments.

1.3.2 Geopolitik

The words "geopolitics" are derived from "geo" and "politics." Geo means "earth" by itself, whereas politics is derived from the Greek word "politeia". A community unit that may stand alone or is independent is referred to as "poly." meanwhile "teia" refers to business. In contrary, if we look at English, a global language, "politics" is defined as a set of rules or guidelines, conditions, techniques, and tools used to achieve a specific purpose. According to Frederick Ratzel, who created the Space Theory in his very well-known book [5] *Anthropo-Geography*, "a country with high culture will need high human resources and ultimately push over the territory of a primitive nation." The space occupied by political groups (countries) that established expansionist laws in the domains of ideologies, objectives, and goods forms the basis of Ratzel's teachings. Regarding geopolitics, Karl Houshoffer highlighted the thesis of this expansion of space, which is translated as the hegemony of one country over another. The Theory of Expansionism is another name for this. In his theory of expansionism, Karl Houshoffer [6] taught this geopolitical understanding as a form of political geography that puts a focus on strategic border issues, the living environment of the country, as well as racial, economic, and social pressures as factors that demand a new distribution of wealth among the world. Hagget defines geopolitics, also known as political geography, as a branch of human geography whose area of study is the spatial aspect of government or statehood, which includes regional relations, international relations, as well as government or statehood on the surface of the earth. This definition is consistent with that of the two experts.

Hagget asserts that the geographical environment provides as a framework for development and state relations in political geography. The study of political geography encompasses a variety of topics, including geographical features, political aspects, and regional to worldwide interactions, according to Hagget. [7] This political hegemony and the consolidation of power over one country at the expense of others is what keeps international relations from improving. Rudolf Kjellen, a geopolitical scholar from Sweden, has discussed conflicts between countries for control of natural resources. He claims that geopolitics is both an art and a way of exercising political influence over a particular region. We basically live on a globe that is interdependent and interacting, thus other countries also experience the effects of conflict in addition to the disputing parties.

1.3.3 Scenario Planning

Although no single expert will be able to accurately predict future situations, there are a number of ways that may be used to examine different occurrences that will occur based on past circumstances and anticipated future events. Scenario building is a method frequently employed in addressing VUCA circumstances. A methodical approach for corporations to consider the future is scenario planning. The scenario technique is a tried-and-true approach of dealing with uncertainty by investigating a variety of potential future scenarios for strategic and operational planning. [8] The best and most efficient approach is required to accomplish the aim. It is essential to predict what will happen in the future because the future cannot be known with certainty. We frequently make predictions about the future that are particularly complicated, enabling the Steps we plan to be as complex. On the other hand, when we oversimplify what will occur in the future, the actions or those that are organized are usually too simple and do not correspond with the desired outcomes. We strive not to overestimate or underestimate future events using the scenario planning methodology. As a result, the steps that are produced will show how to accomplish the aim as intended.

1.3.4 National Resilience

The term resilience comes from the Latin word *resilire*, which means bounce or elastic. Resilience can be described literally as 1): a stressed body's ability to restore its size and shape following deformation caused by compressive stress. 2): the ability to quickly recover from or respond to a disaster or change (the Merriam-Webster Dictionary). According to the American Psychological Association [9] [10] resilience is "the process of successfully adapting in the face of adversity, trauma, tragedy, risks, or even major levels of stress."

In order to survive and prosper, an organization's resilience can be characterized as its ability to predict, plan for, respond to, and adapt to gradual changes and unexpected surprises. [11] It's worth comparing it with the study of materials science, which defines resilience as a material's ability to absorb and release energy when loaded and unloaded. The maximum amount of energy that can be absorbed within elastic constraints without generating irreversible distortion is defined as proof resistance. [12] [13] [15] As a result, national resilience can be defined as the ability to adapt to the dynamics of its environment.

18. Methods

The scenario planning method employed in this study, consists of four following steps: [17]

- 1. Identifying Main Concerns or Objectives.** The major issues that became the focus of discussion at this stage, namely the formulation of Indonesia's national resilience strategy in response to the global and national dynamics that occurred, were formulated. According to Article 4 of the 1945 Constitution of the Republic of Indonesia, the national goal consists of four components: 1) protecting the Indonesian people and the Indonesian homeland, 2) promoting public welfare, 3) educating the nation's life, and 4) participating in world liberation based on freedom, eternal peace, and social justice.
- 2. Identify Key Forces and Driving Forces.** The second stage is to identify the factors that influence national goal achievement, both obstructing and supportive factors. Influential factor analysis will be based on two types of data global geopolitical and geoeconomic developments, and the condition of national resilience, which consists of eight elements or dimensions: resilience in geography, demography, natural resources, ideology, politics, economy, socio-culture, and defense and security. Furthermore, it will be thoroughly examined in terms of the evolution of the national economy. Secondary data on global events (political economy, etc.) will be used, with data from the World Bank, the Organization for Economic Cooperation and Development, and other official sources. Meanwhile, national economic development data from Indonesian Bank reports, the Ministry of Economy, the Central Bureau of Statistics, and other sources will be used to analyze national conditions. The National Resilience Index, based on measurements from the Lemhannas National Resilience Laboratory, will be used to estimate the National Resilience Condition.

3. **Identify Uncertainty.** It is then anticipated that conditions of uncertainty that may occur in 2023 are generally known as black swans based on the findings of an investigation of actual conditions. The research is based on the outcomes of various discussions held at Lemhannas and other organizations about future threat predictions. Several uncertainties will be detected in this step from various things that are closely related to the inhibiting and driving variables mentioned in stage 3. (Social, Political and Economic).
4. **Establishing the Scenario Logic and Completing the Scenario.** This is a critical step since it is where the scenario formulation is developed and also corroborated by numerous expert viewpoints (qualitatively) that are confirmed by quantitative data from the strategic environment developments that have occurred and have been studied in stages 3 and 4. In general, the scenarios were specified in the worst-case scenario form, however these can still be implemented using various available resources.

The figure below shows these stages diagrammatically.



Figure 1. Study Stages



Figure 2. Main Data

19. Result and Discussion

19.1. Fact Finding

The Covid-19 outbreak, rivalries between China and America, Russia's conflict with Ukraine, and the increasing speed of technological advancement are only a few of the factors that led to the current global crisis. After three years, the Covid-19 pandemic is still not completely under control. The world was unexpectedly shocked by the emergence and spreading of a disease originating from the sars-cov2 virus, herein referred to as Covid-19, at the end of 2019 approaching the beginning of 2020. The Sars-cov 2 virus quickly spread around the world. 2020 will thus be a panicky year for all human life. The number of affected people can be significantly reduced with intense treatment and mass vaccinations. Nonetheless, the Covid-19 Pandemic cannot be considered completely resolved. According to WHO data (see figure 4), the spread peaked in February 2022, then declined rapidly before increasing again (wave 2) in mid-2022. At the time, Covid-19 had already mutated and was known as Delta. This variety has a rapid spread rate and a high fatality rate. Almost every country, including Indonesia, is affected by this (see figure 5). [1]



Figure 3. Number of confirmed cases of Covid-19 per region as of 22 December 2022

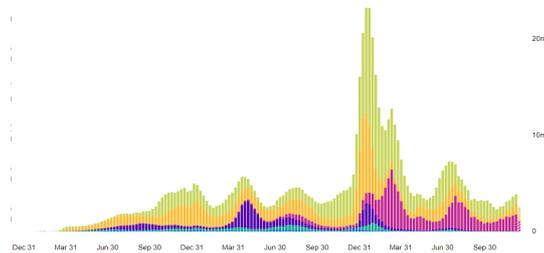


Figure 4. The trend of Covid-19 infection rates in the world

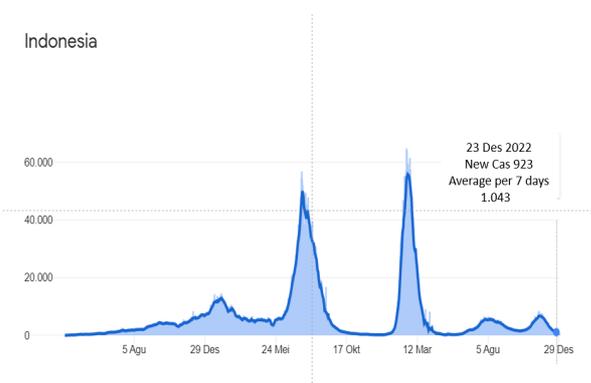
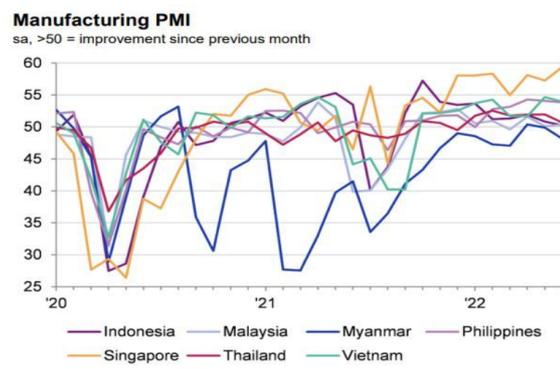


Figure 5. the trend of Covid-19 infection rates in Indonesia



Source: S&P Global.

Figure 6. PMI fluctuations for several ASEAN countries from 2020 to 2022

Covid impacts more than only humans; it also has an influence on the political, social, and economic spheres of civilization. Contact and interaction between people are restricted, and some countries even implement complete isolation or lockdowns, which causes a freeze to many economic activity. In addition to several manufacturing stopping operations, the transportation and distribution industries have also done so. Because of the disruption to the global supply system, there was a global recession as a result. The pandemic's disruption persists, and it is currently difficult to predict when the conflict between Russia and Ukraine will terminate. Since the beginning of this year, the conflict between Russia and Ukraine has had an impact not only on the nations of Europe but also on the rest of the world. The current energy and food problems pose a threat to the health of the global economy. The growth of the Purchasing Managers Index, which also exhibits signs of manufacturing activity as seen in Figure 6, is one indication of how economic activity has been disrupted. The PMI decreased dramatically during the peak of the Covid-19 spread. Manufacturing sector pressure is also being marketed in Southeast Asia, where only three nations, notably Indonesia (50.3), Thailand (51.1), and the Philippines, are still expanding or have Manufacturing PMIs above 50. (52.7). Meanwhile, a number of major countries, including China (49.4), Japan (49.0), South Korea (49.0), the United States (47.6), and the European region, have contracted (47.3). High inflation and interest rates also contributed to the disruption in the industrial and service sectors. (View figure 6) The fluctuation in energy prices also indicates the effects of COVID-19 on the economy. According to observations from 2020 to 2021, there will be very high price fluctuations, an upward trend in 2021, but a sharp decreasing trend in 2022. (see figure 7). Many other economic indicators are unpredictable, contribute to global recession, and potentially cause stagflation. The market was anticipating the OPEC+ meeting, the price ceiling by the G7, and the EU's response to Russian oil, which contributed to the price decrease. There was also sluggish demand in Asia as a result of China's tightening of

mobility restrictions. Thus, it can be stated that in addition to escalating political tensions, the conflict between Russia and Ukraine also had an impact on the world's food and energy crises, not just for the European Union.

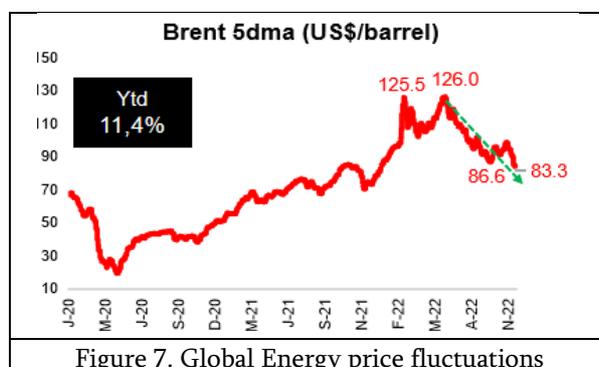


Figure 7. Global Energy price fluctuations

These images depict the effects of the COVID-19 pandemic on global economic conditions and geopolitical dynamics, as well as disputes between superpowers. The national resilience score decreased during this outbreak era, indicating that Covid-19 also had an impact on the nation's economic, political, and social conditions. According to Indonesia's index value of 2.55, the nation was less resilient in 2015. The national resilience index, however, has tended to decline with the emergence of the Covid-19 pandemic, and in June 2020, even though it is still at the position is quite tough, the figure has decreased to 2.7, close to the position in 2015. National resilience has, however, gradually increased to a fairly resilient position, as can be seen from its index value of 2.82 in December 2019. This shows that due to the influence of COVID-19, the efforts that have been built for five years to enhance the degree of national resilience have now been destroyed.

| NATIONAL RESILIENCE INDEX | | | | | | | | |
|---------------------------|---------------|---------------|---------------|---------------|---------------|------------|----------|-----------|
| National Resilience Index | December 2015 | December 2016 | December 2017 | December 2018 | December 2019 | April 2020 | May 2020 | June 2020 |
| | Skor | Skor | Skor | Skor | Skor | Skor | Skor | Skor |
| NATIONAL SCORE | 2.55 | 2.6 | 2.63 | 2.69 | 2.82 | 2.91 | 2.93 | 2.7 |
| Gatra | December 2015 | December 2016 | December 2017 | December 2018 | December 2019 | April 2020 | May 2020 | June 2020 |
| GEOGRAPHY | 2.41 | 2.68 | 2.56 | 2.71 | 2.85 | 2.75 | 2.72 | 2.76 |
| DEMOGRAPHY | 2.83 | 2.96 | 3.15 | 3.32 | 3.27 | 3.05 | 3.05 | 2.68 |
| NATURAL RESOURCE | 2.77 | 2.56 | 2.58 | 2.78 | 2.87 | 2.78 | 2.97 | 2.82 |
| IDEOLOGY | 2.23 | 2.06 | 2.06 | 2.44 | 2.56 | 2.69 | 2.73 | 2.42 |
| POLITIK | 2.39 | 2.43 | 2.43 | 2.67 | 2.77 | 2.83 | 2.83 | 2.78 |
| EKONOMY | 2.63 | 2.73 | 2.78 | 2.88 | 2.92 | 3.08 | 3.08 | 2.65 |
| SOCIAL KULTURAL | 2.2 | 2.14 | 2.17 | 2.3 | 2.37 | 2.83 | 2.83 | 2.7 |
| DEFENSE& SECURITY | 2.82 | 3.08 | 3.08 | 2.79 | 3.2 | 3.22 | 3.22 | 3.09 |

Figure 9. The National Resilience Index's trend from 2015 to the Covid-19 peak period

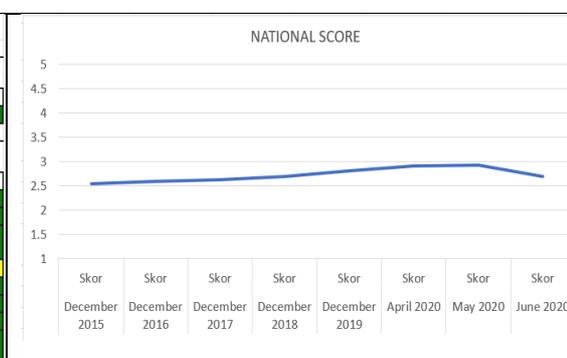


Figure 10 The National Resilience Index's trend as a result of COVID-19.

19.2. Strategic Formulation.

The global crisis cannot be avoided, as shown by the foregoing facts, so a plan must be developed to attain national goals in 2023 while taking into account the many threats that exist. There are a number of variables that can be used as a guide when developing a national strategy to deal with these crises, based on the findings of an analysis of pandemic threat conditions, economic crises, as well as geopolitical dynamics both at the global level and their impact on national conditions. The variables being addressed are:

1. National Strategic Factor. This factor can also be said to be a controlled variable because it is closely related to national policy. The National Strategic Factor consists of two aspects, namely Resilience and Vulnerability Aspects. Aspects of Resilience include Geography, Demography, Economy,

Defense & Security Variables. While the Vulnerability aspect consists of the variables Ideology, Social Culture and Social Cohesiveness.

- Global Strategy Factors). This factor is an uncontrollable variable because it is highly unlikely that it will be regulated by national policies. The global strategy factor also consists of two aspects, namely the Global Threat and Global Opportunity aspects. Global threats consist of 5 variables, namely Energy Crisis, Food Crisis, Geopolitical Tensions, Terrorism/non-state actors, and Environmental Crisis. While the Opportunity Aspect consists of 3 variables, namely Technology and Partnership

The following estimates are made based on the findings of focus group discussions with various specialists in the disciplines of economics, politics, and security and taking into account the previously mentioned data:

Table 1. The scoring elements that compose up the strategy

| National Strategic Factor | | Global Strategic Factor | |
|---------------------------|--------|---------------------------|--------|
| Resiliency | Rating | Global Threat | Rating |
| Geography | 1 | Energy Crisis | -4 |
| Demography | 1 | Food Crisis | -4 |
| Ekonomy | 3 | Geopolitic tension | -4 |
| Defense and Security | 4 | Terrorism/Non state actor | -2 |
| Politic Domestic | 2 | Environmental Crisis | -4 |
| | 11 | | -18 |
| Vulnerability | | Global Opportunity | |
| Ideology | -3 | Technology | 3 |
| Social Cultural | -2 | Partnership | 1 |
| Social Cohesiveness | -3 | | |
| | -8 | | 4 |

| | | | |
|--------------------------------|-------------|------------------------------------|-------------|
| Resiliency | 2.2 | Threat | -3.6 |
| Vulnerability | -2.7 | Opportunity | 2 |
| Resiliency + Vulnerable | -0.5 | Global Threat + Opportunity | -1.6 |

The matrix space depicted in the image below can be defined based on the calculations' results above. It is clear from this matrix space that Indonesia is currently in quadrant II, which denotes a serious position. Strengthening national resilience, particularly the ideological, social cultural, and social cohesion components, is therefore a strategy that must be implemented. The political component of national resilience also needs to be strengthened. While strengthening resilience, energy independence, and appreciation are vital to combat global impacts, rigorous diplomacy is also required to combat the influence of geopolitical turmoil. Indonesia may use its position as the head of ASEAN to further promote peace and cooperation and create a global trade network that treats all nations equally. As a result, the scenario that is created must be founded on total independence, even in terms of food and energy. At the same time, they continue to engage in free and open politics on a global scale, but they do so while maintaining alliances to further national interests. This situation can be compared to the mouse deer scenario (**KANCIL**), which represents dexterity and inventiveness.

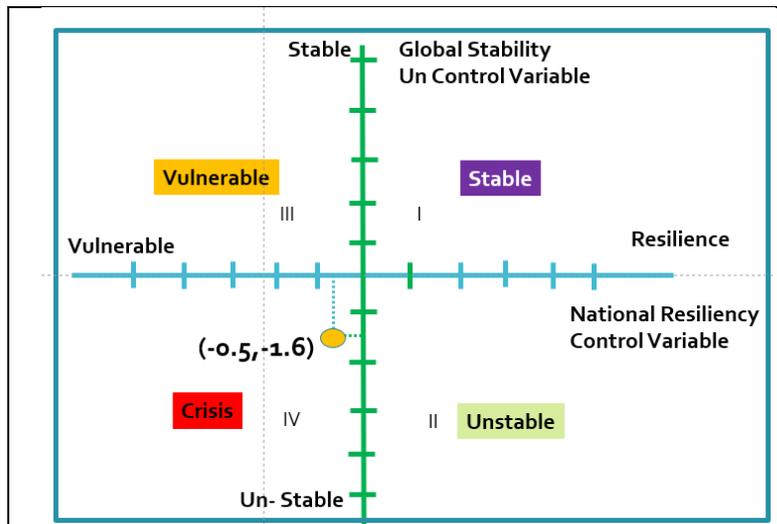


Figure 11. Space Diagrams

20. Conclusion

From the results of this study several conclusions can be drawn as follows:

1. The Covid-19 pandemic has generated a multifaceted crisis that began with a health crisis, progressed to a financial and economic crisis, and is now evolving into a social and political catastrophe.
2. The multi-faceted catastrophe brought on by the Covid-19 pandemic is getting worse as a direct confrontation between Russia and Ukraine appears to be developing, which could lead to a direct battle between NATO members and those outside NATO. It can reopen wounds from the Cold War. The aftermath of this protracted war has resulted in an energy and food crisis that affects not just the lives of people in Europe but also the entire world.
3. Despite having overcome the effects of Covid-19 and taking the leadership of the G20, Indonesia continues to struggle to escape the effects of the world economic and political crises. According to calculations that took expert viewpoints into consideration, Indonesia is still in quadrant IV, which is a critical position, especially because of very erratic global dynamics.
4. Indonesia has to enhance the eight pillars of national resilience, particularly ideology, socioculture, and social cohesion, as the first step in resolving this multifaceted issue. However, strengthening democracy is also necessary to improve the political climate. In addition, to lessen the consequences of international crises, states must continue to cooperate in defense and diplomacy.
5. This scenario is entitled KANCIL, and it represents dexterity, inventiveness, ingenuity, adaptability and agility.

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