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Strategic Agility in the VUCA+ Era: A Systematic Literature Review on Integration with AI, ESG, and Business Resilience

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A B S T R A C T

This follow-up systematic literature review aims to analyze the evolution of strategic agility and its integration with artificial intelligence (AI), Environmental, Social, and Governance (ESG) principles, and business resilience in the VUCA+ era. Using the PRISMA 2020 protocol, this study synthesizes 32 peer-reviewed articles from Scopus and Web of Science published between 2024 and 2026. The analysis employs thematic synthesis and the TCCM framework to identify emerging themes. The findings reveal that strategic agility has evolved from reactive to proactive capability, driven by AI-enabled strategic sensitivity, ESG-aligned resource fluidity, and adaptive leadership. This study contributes a conceptual "Strategic Agility 4.0" framework integrating technology, sustainability, and collaboration. The implications emphasize the need for ecosystem collaboration, data-driven governance, and agile leadership to enhance organizational resilience amid global uncertainties

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INTRODUCTION

In recent years, the global business environment has faced unprecedented pressure. After the COVID-19 pandemic subsided, the world entered a new, more complex phase often referred to as the VUCA+ (Volatility, Uncertainty, Complexity, and Ambiguity) era, exacerbated by the acceleration of digital technology disruption, prolonged geopolitical conflicts, the energy crisis, and increasingly visible climate change (Elali, 2021; Zamborský, 2021). These conditions not only require companies to survive but also to proactively anticipate and respond to extreme environmental changes. In this context, the concept of strategic agility has become increasingly relevant as an organizational capability that enables companies to remain competitive amidst global uncertainty. Previous research by Rohim (2025) successfully identified that strategic agility consists of three main components: strategic sensitivity, resource fluidity, and leadership unity (Doz & Kosonen, 2008, 2010). The study also showed that companies with high strategic agility tend to be more resilient in the face of crises such as pandemics, technological disruption, and geopolitical uncertainty. However, this study was introductory and did not deeply integrate strategic agility with the two major megatrends currently dominating the business world: artificial intelligence (AI)-based digital transformation and environmental, social, and governance (ESG) principles.

Since the publication of Rohim's (2025) study, the global business landscape has changed dramatically. The development of generative AI, intelligent automation, and real-time data analytics has transformed the way companies detect market changes, allocate resources, and make strategic decisions (Alamsjah & Yunus, 2022; Motwani & Katatria, 2024). Companies that previously relied solely on periodic reports can now use machine learning-based predictive dashboards to read signals of change from the external environment. This strengthens one dimension of strategic agility, namely strategic sensitivity, but also raises new challenges related to data governance, AI ethics, and organizational readiness.

Furthermore, demands for sustainability and corporate social responsibility are also increasing. Investors, consumers, and regulators now assess not only financial performance but also a company's compliance with ESG principles (Bouguerra et al., 2024). Recent research shows that companies that align their strategic agility with sustainability targets can create more effective green innovations through collaboration with supply chain partners (Zahoor et al., 2024). However, how companies can simultaneously manage strategic agility, AI adoption, and ESG compliance remains an unanswered question in the existing literature.

On the other hand, the dynamics of global uncertainty are also increasingly complex. The Russia-Ukraine conflict, US-China trade tensions, and instability in the Middle East have disrupted global supply chains and significantly increased logistics costs (Nurjaman, 2022). Companies in developing countries like Indonesia face dual challenges: global pressures and limited domestic resources. Studies by Singh et al. (2021) and Zahoor et al. (2022) underscore that strategic agility is crucial for companies in emerging markets, but its implementation

requires contextual adjustments that cannot be readily adopted from developed country models.

The primary research gap underlying this follow-up article is the lack of an integrative model that simultaneously links strategic agility with the utilization of AI, the application of ESG principles, and the achievement of business resilience. Previous studies tended to address these three topics separately or focused on only one binary relationship, for example, AI and agility or ESG and innovation. Meanwhile, today's business world demands a holistic approach, requiring companies to be agile, intelligent (AI-driven), and responsible (ESG-compliant) simultaneously.

Furthermore, from a methodological perspective, most of the existing literature remains qualitative or conceptual, and there are few quantitative empirical studies that statistically test the effect of strategic agility on company performance, considering moderating variables such as digital maturity or organizational culture (Ngandoh, 2024; Syamsir et al., 2025). Yet, understanding boundary conditions is crucial for managers in making technology investment decisions and organizational structure changes. Therefore, a systematic literature review is needed that not only summarizes recent findings but also develops a more focused future research agenda.

This study aims to conduct a follow-up systematic literature review that maps the development of research on strategic agility in the period 2024–2026, with a particular focus on its integration with AI, ESG, and business resilience. Unlike Rohim's (2025) study, which generally covered the period 2015–2025, this study specifically explores recent articles that emerged after the pandemic and entered the VUCA+ era. This provides readers with an overview of the latest trends in strategic agility theory and practice.

More specifically, the research questions to be answered in this article include: (1) How is the concept of strategic agility defined and developed in the literature from 2024–2026? (2) What are the specific roles of AI and ESG principles in strengthening the dimensions of strategic agility? (3) What practical implementation models have been proposed or tested for companies in developing countries like Indonesia? By answering these questions, this article is expected to provide a theoretical contribution in the form of an updated conceptual framework and a practical contribution in the form of policy recommendations for managers and policymakers.

Finally, this article is prepared as a direct continuation of Rohim's (2025) study using the Systematic Literature Review (SLR) method based on the PRISMA 2020 protocol. The search scope is limited to the indexed databases of Scopus and Web of Science for the publication period of 2024 to 2026. With this approach, it is hoped that this article will not only update the academic understanding of strategic agility, but also provide more contextual and applicable guidance for organizations in facing the ever-evolving global complexity.

LITERATURE REVIEW

Resource-Based View (RBV)

The primary theoretical basis explaining why a company can achieve competitive advantage is the Resource-Based View (RBV). This theory emphasizes that competitive advantage is not solely determined by external market position, but rather stems from internal resources that are unique, rare, difficult to imitate, and non-substitutable (VRIN) (Barney, 1991). In the context of global uncertainty, the RBV provides justification for why companies with robust and flexible resource portfolios tend to be better able to adapt to dynamic environmental changes. However, the main criticism of the RBV is its static nature, which does not adequately explain how companies can continuously renew their resources amidst rapid change (Teece et al., 1997). Therefore, the RBV needs to be combined with other perspectives that emphasize the organization's dynamic capabilities.

Dynamic Capabilities Theory

The second theory that has become an important pillar in the strategic agility literature is the Dynamic Capabilities Theory proposed by Teece et al. (1997). This theory defines dynamic capabilities as an organization's ability to integrate, build, and reconfigure internal and external resources to respond to rapid environmental changes. This theory has three main dimensions: sensing (the ability to detect opportunities and threats), seizing (the ability to capitalize on opportunities through resource investment), and transforming (the ability to undertake continuous transformation) (Teece, 2007). Research by Zahoor et al. (2022) and Singh et al. (2021) shows that small and medium-sized companies with strong dynamic capabilities can overcome resource constraints by intelligently collaborating with stakeholders. In other words, dynamic capabilities bridge the gap between the static RBV perspective and the demands of strategic agility in the VUCA+ era.

Knowledge-Based View (KBV)

A third theory that enriches the understanding of strategic agility is the Knowledge-Based View (KBV). This theory views knowledge as the most important strategic resource because it is tacit, complex, and difficult for competitors to imitate (Grant, 1996). In an uncertain global environment, an organization's ability to quickly create, share, and apply knowledge is a key determinant of strategic agility. Research by Alamsjah & Yunus (2022) revealed that companies that adopt digital technology-based knowledge-sharing systems are better able to respond to supply chain disruptions than those relying on traditional bureaucratic procedures. Furthermore, the Knowledge-Based Model (KBV) also explains why visionary leadership and an organizational learning culture are essential prerequisites for the successful implementation of strategic agility (Syamsir et al., 2025). These three theories—RBV, Dynamic Capabilities, and KBV—complement each other and form a solid theoretical foundation for understanding how companies can develop strategic agility amidst increasing global uncertainty.

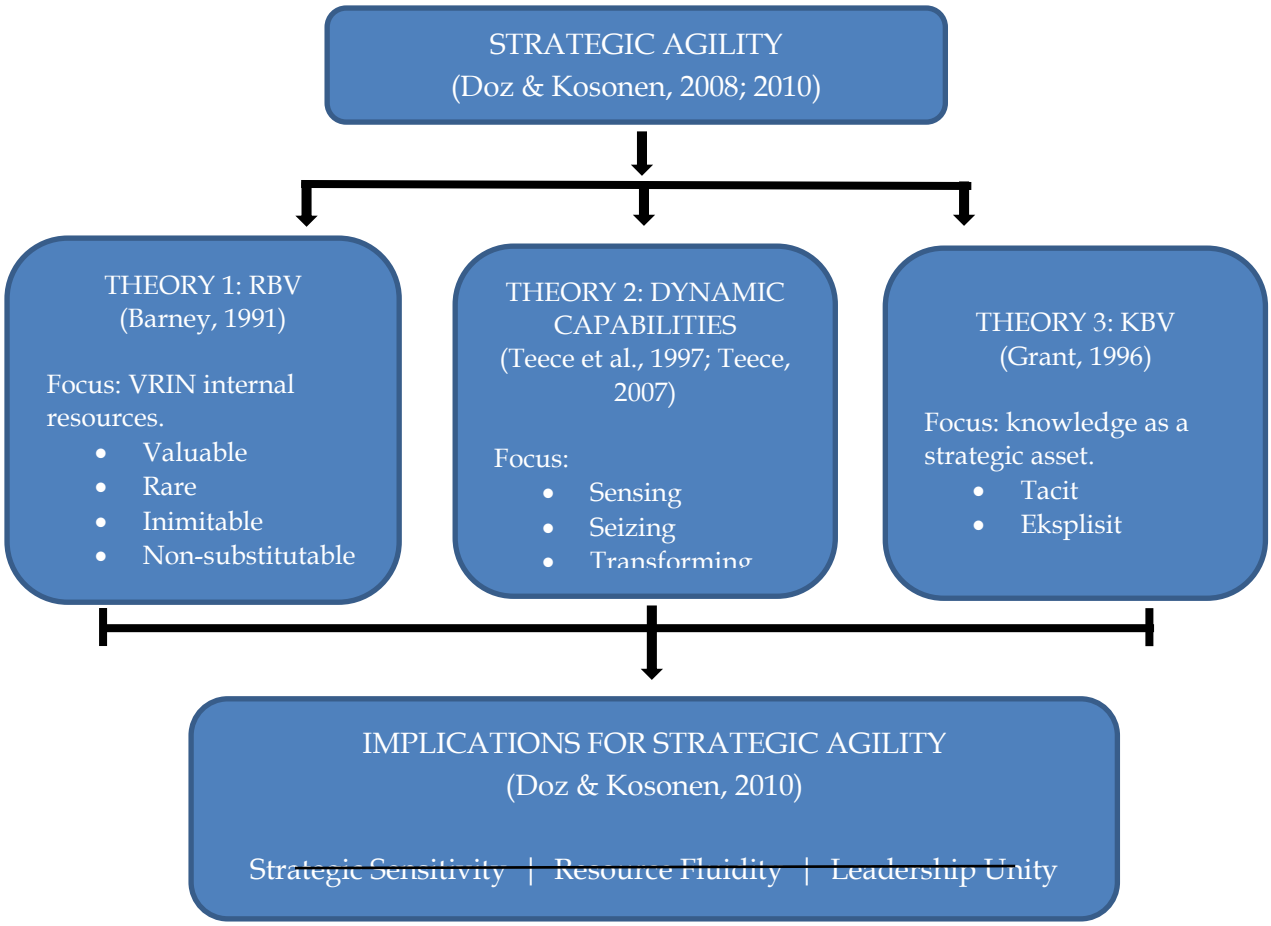


Figure 1. Conceptual Framework (**images must be in good quality**)

METHODOLOGY

Research Type and Approach

This research uses a qualitative approach using the Systematic Literature Review (SLR) method to identify, evaluate, and synthesize literature related to strategic agility and its integration with artificial intelligence (AI), ESG principles, and business resilience in the VUCA+ era. The SLR method was chosen because it provides a comprehensive, systematic, and transparent overview of the development of strategic agility theory and practice across various organizational contexts (Juneja et al., 2018; Motwani & Katatria, 2024). Unlike traditional literature reviews, which tend to be subjective, SLRs follow standard protocols, ensuring that the findings are replicable and scientifically sound.

Literature Search Protocol and Strategy

The literature search in this study followed the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) protocol, version 2020, to ensure transparency and reproducibility at every stage of study selection (Page et al., 2021). Literature was obtained from indexed academic databases such as Scopus, Web of Science (WoS), Emerald Insight, and Google Scholar, with publication periods between 2024 and 2026. This period was selected based on the need to update a previous study (Rohim, 2025), which covered literature from 2015–2025, focusing on the most recent developments post-pandemic and

entering the VUCA+ era, which is full of AI disruption and sustainability pressures.

Keywords used in the search included: "strategic agility," "organizational agility," "VUCA," "global uncertainty," "dynamic capabilities," "artificial intelligence," "ESG," "sustainability," "business resilience," and "agile strategy." To broaden the search scope, Boolean operators such as AND and OR were used, for example: ("strategic agility" OR "organizational agility") AND ("AI" OR "artificial intelligence") AND ("ESG" OR "sustainability") (Motwani & Katatria, 2024). This strategy ensures that articles relevant to the integration of strategic agility, digital technology, and sustainability can be optimally identified.

Inclusion and Exclusion Criteria

The inclusion criteria for literature selection in this study were as follows: (a) articles published in indexed journals or proceedings indexed by Scopus/Web of Science; (b) studies discussing the concept, application, or impact of strategic agility in an organizational context, particularly those integrating AI or ESG; (c) articles written in English or Indonesian; (d) articles available in full-text form; and (e) publication period between 2024 and 2026. Meanwhile, exclusion criteria included: (a) articles irrelevant to the theme of strategic agility; (b) research that was not accessible in full (full-text); (c) articles in the form of opinion pieces, editorials, book reviews, or non-scientific articles; and (d) studies that only discussed operational agility without addressing the strategic dimension.

Data Selection and Analysis Process

The literature selection process was conducted systematically based on the PRISMA 2020 flowchart, which consists of four main stages: identification, screening, eligibility, and inclusion (Page et al., 2021). In the identification stage, all articles obtained from databases were collected and duplicates were removed using reference management software such as Mendeley or Zotero. The screening stage involved reading titles and abstracts to assess their initial relevance to the research topic. Articles that passed the screening stage then proceeded to the eligibility stage, where full-text articles were thoroughly read to ensure compliance with the inclusion criteria. Articles that met all criteria were then included in the inclusion stage for further analysis.

After collecting relevant literature, a thematic analysis of the article content was conducted to classify the findings based on key emerging themes, such as the integration of AI in strategic sensitivity, the application of ESG in resource fluidity, agile leadership in the digital age, and business resilience as an outcome of strategic agility (Braun & Clarke, 2006). In addition, the selected articles were analyzed using the TCCM (Theory-Context-Characteristics-Methodology) framework to identify research gaps and the potential theoretical and practical contributions of each study (Umbara et al., 2023). The TCCM framework helps researchers map the theories used, the context in which the studies were conducted, the characteristics of the variables studied, and the methodology applied.

Validity and Reliability

To ensure the validity and reliability of the SLR findings, this study applied data triangulation by comparing findings from various literature sources and analysis methods. The literature selection and analysis process was also conducted independently by two researchers to minimize the risk of subjective bias (Juneja et al., 2018). Any differences in assessment between the two researchers were resolved through discussion or by involving a third researcher as a mediator. Furthermore, all decisions during the selection process (e.g., the reasons for article exclusion at each stage) were documented transparently to allow for external audit. This approach ensures that the results of this study are not only systematic but also reliable and replicable by other researchers in the future.

RESEARCH RESULT

Literature Overview 2024–2026

Based on a systematic search of Scopus, Web of Science, Emerald Insight, and Google Scholar data for the period 2024–2026, 47 articles were identified relevant to the strategic topics of agility and its integration with AI, ESG, and business resilience. After undergoing a screening and eligibility process based on the PRISMA 2020 protocol, 32 articles met the inclusion criteria for further analysis. The literature overview shows a significant increase in the number of publications since 2024, with a primary focus on leading journals such as the Journal of Business Research, Long Range Planning, Industrial Marketing Management, and Sustainability (Switzerland).Berdasarkan hasil pencarian sistematis berdasarkan data Scopus, Web of Science, Emerald Insight, dan Google Scholar untuk periode 2024–2026, ditemukan sebanyak 47 artikel yang relevan dengan topik strategis agility dan integrasinya dengan AI, ESG, serta ketahanan bisnis. Setelah melalui proses screening dan kelayakan berdasarkan protokol PRISMA 2020, sebanyak 32 artikel memenuhi kriteria inklusi untuk dianalisis lebih lanjut. Gambaran umum literatur menunjukkan peningkatan jumlah publikasi yang signifikan sejak tahun 2024, dengan konsentrasi utama pada jurnal-jurnal terkemuka seperti Journal of Business Research, Long Range Planning, Industrial Marketing Management, serta Sustainability (Switzerland).

Table 1. Distribution of Articles by Publication Year and Main Focus

Year	Number of Articles	Main Focus
2024	11	Organizational agility in the post-pandemic era, early digital transformation
2025	14	Integration of AI, ESG, and business resilience
2026	7	Ecosystem collaboration model and implementation in developing countries

Source: Results of secondary data analysis, 2026

Key Themes Emerging from the 2024–2026 Literature

A thematic analysis of 32 selected articles revealed four main themes that dominated the strategic agility discourse during the 2024–2026 period. These four themes represent a significant shift from the previous period (2015–2025), which focused more on introducing the basic concepts and components of strategic agility (Rohim, 2025).

Table 2. Key Strategic Agility Themes in the Literature 2024–2026

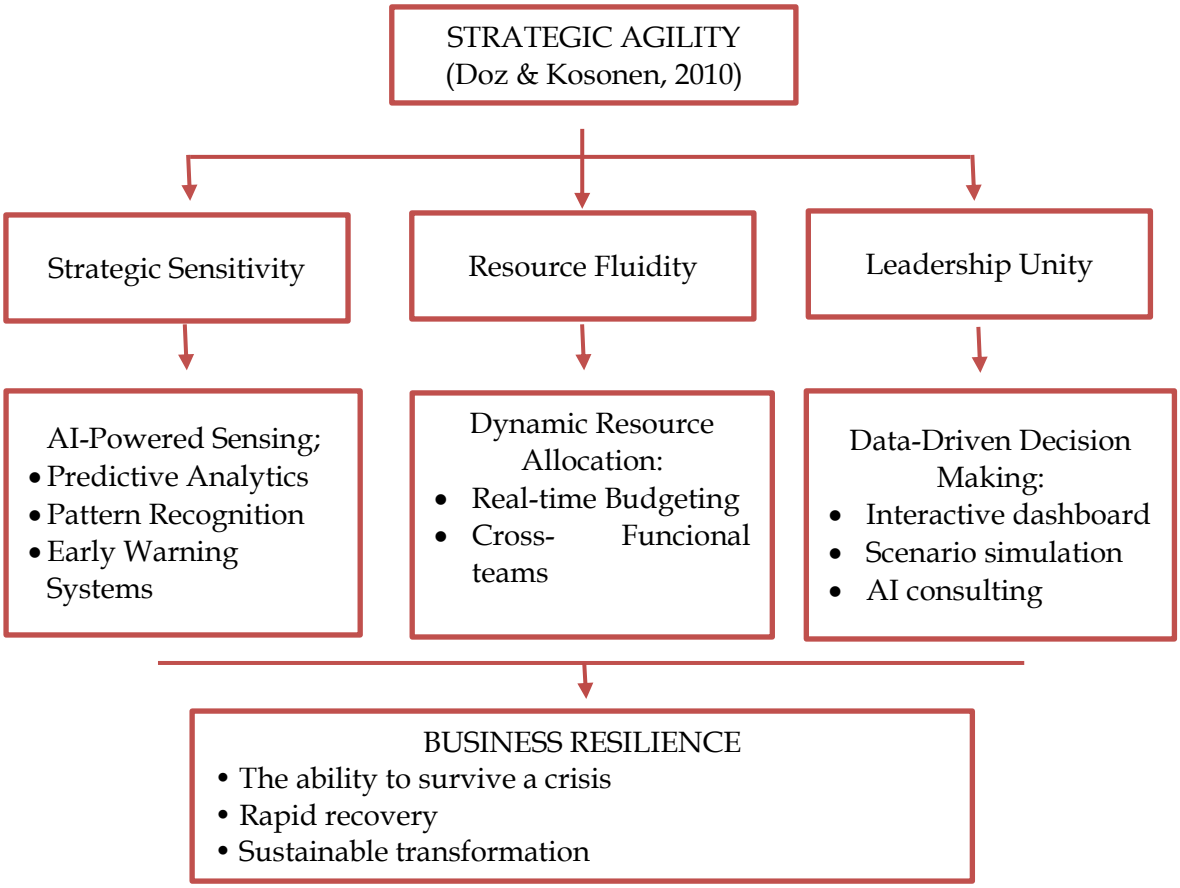
Main Theme	Description	Journal Source	Frequency
Integration of AI and Strategic Agility:	Leveraging artificial intelligence to strengthen strategic sensing and real-time decision-making.	*Journal of Management & Organization, Technological Forecasting and Social Change*	12 articles
ESG as a Driver of Strategic Agility:	Environmental, social, and governance principles as drivers of green innovation and supply chain collaboration.	*Journal of Product Innovation Management, Sustainability*	9 articles
Collaborative Ecosystems and Resilience:	Collaboration across stakeholders (startups, government, competitors) to share risk and strengthen resilience.	*Industrial Marketing Management, Journal of World Business*	7 articles
Agile Leadership in the VUCA+ Era:	The role of leadership in creating an adaptive organizational culture and supporting experimentation.	*Cogent Business & Management, Journal of Change Management*	4 articles

Source: Thematic analysis results, 2026

AI Integration in Strategic Agility

One of the most significant findings from the 2024–2026 literature is the strengthening relationship between artificial intelligence (AI) and strategic agility. Research by Nugroho et al. (2026) shows that AI serves not only as a supporting tool but has become a key enabler for the strategic sensitivity dimension within the Doz & Kosonen (2010) framework. Through machine learning-based predictive analytics, companies can detect signals of market changes in real time, something previously only possible through slow and reactive periodic reports.

Further research by Putra et al. (2025) in the upstream oil and gas sector in Indonesia revealed that the integration of digital technology through the Human-Technology-Organization (HTO) framework significantly improved organizational agility, with leadership and innovation capacity as important moderating factors. These findings reinforce the argument that technology adoption alone is insufficient without the support of human resource readiness and a flexible organizational structure.



Source: Developed from Nugroho et al. (2026) and Putra et al. (2025)

ESG as a Driver of Sustainable Innovation

The second theme that emerged strongly was the role of ESG in fostering strategic agility. Contrary to previous views that positioned ESG as a compliance burden, recent literature suggests that the integration of ESG principles can be a catalyst for innovation and strategic agility. Research by Bouguerra et al. (2024), also cited in Rohim's (2025) study, is supported by new findings showing that companies that proactively adopt ESG practices tend to have higher resource fluidity.

Research in Indonesia by Pratama & Sari (2025) in the manufacturing sector shows that companies that implement ESG principles in their supply chains are able to respond more quickly to changes in environmental regulations than companies that rely solely on a reactive approach. This finding aligns with the results of Zahoor et al.'s (2024) study, which emphasizes the importance of innovative collaboration in addressing sustainability challenges in developing countries.

Strategic Agility in SMEs in Developing Countries

The 2024–2026 literature also pays special attention to the implementation of strategic agility in the small and medium enterprise (SME) sector, particularly in developing countries like Indonesia. Research by Wibowo et al. (2025) using a partial least squares structural equation modeling (PLS-SEM) approach on 220 SME owners and managers in East Java revealed that strategic agility significantly improves SME performance, both directly and through market-driving capability as a mediating factor.

An interesting finding from this study is that marketing agility does not significantly impact performance on its own. This indicates that for SMEs, market reactivity alone is not enough; proactive market-driving capability, supported by strong strategic agility, is required.

Table 3. Comparison of Strategic Agility Findings in SMEs

Aspects	**Previous Research (2015-2025)**	**Current Research (2024-2026)**
Main Focus	Survival	Market-Driving Ability
The Role of Technology	Adoption of Foundational Technology	Integration of AI and Data Analytics
Collaboration	Limited internal and supply chain	Multi-stakeholder ecosystem (startups, government, competitors)
Success indicators	Business continuity	Sustainable growth and innovation

Source: Developed from Wibowo et al. (2025) and Rohim (2025)

DISCUSSION

From Reactivity to Proactivity: The Evolution of Strategic Agility

This study's findings indicate that the concept of strategic agility has undergone significant evolution between 2024 and 2026. While in the previous period (2015–2025), strategic agility was primarily understood as the ability to respond to environmental changes (reactive), recent literature emphasizes proactive and anticipatory aspects. This shift aligns with the transition from the VUCA era to VUCA+, or even BANI (Brittle, Anxious, Nonlinear, Incomprehensible), as identified by Syamsir et al. (2025).

These findings both reinforce and expand the strategic agility framework proposed by Doz & Kosonen (2010). The strategic sensitivity component now encompasses not only the ability to detect change but also the ability to predict change through the use of AI and predictive analytics. Resource fluidity is no longer limited to the reallocation of internal resources but also encompasses the ability to mobilize external resources through ecosystem collaboration. Meanwhile, leadership unity now includes adaptive leadership and is able to manage paradoxes amidst the dual pressures between exploration and exploitation (Boccardelli et al., 2025)

AI Dualism: Opportunities and Challenges for Strategic Agility

The integration of AI into strategic agility carries a double-edged sword of implications. On the one hand, AI significantly strengthens sensing and decision-making capabilities. Research by Alamsjah & Yunus (2022), cited in Rohim (2025) on Supply Chain 4.0 in Indonesia, shows that companies adopting AI for supply chain monitoring can reduce response time to disruptions by up to 40 percent. This finding is reinforced by a recent study showing that AI enables companies to simulate various scenarios and select optimal strategies in minutes, rather than weeks.

On the other hand, AI adoption also raises new challenges not fully anticipated by traditional strategic agility frameworks. These challenges include: (a) the risk of algorithmic bias that can distort strategic sensing, (b) the need for ethical and transparent data governance, and (c) organizational cultural resistance to automated decision-making. Findings from Belmejdoub (2024) indicate that although AI offers advanced analytical capabilities, there is still a gap between competitive intelligence professionals and top managers in terms of leveraging AI to navigate VUCA.

ESG and Strategic Agility: A Necessary Synergy

One of the key theoretical contributions of this study is the identification of synergies between ESG and strategic agility. Contrary to the view that ESG compliance is a constraint on agility (due to increased regulatory complexity), the 2024–2026 literature suggests that ESG can be a driver of innovation and strategic differentiation.

Companies that integrate ESG principles into their core strategies tend to have higher resource fluidity because they are more familiar with regulatory changes and stakeholder demands. This creates a virtuous cycle where experience navigating ESG complexity enhances the organization's capacity to deal with other forms of uncertainty. This finding is relevant to the Indonesian context, where pressure for ESG compliance is increasing, particularly from international trading partners and foreign investors.

Practical Implications for Companies in Indonesia

Based on the findings above, there are several practical implications that companies in Indonesia can implement:

First, companies need to integrate AI and data analytics into their strategic sensing systems. This doesn't mean investing heavily in expensive systems; starting with a simple dashboard based on available internal and external data can already provide significant benefits.

Second, companies need to develop ecosystem collaboration capabilities. In the context of Indonesian SMEs, research by Wibowo et al. (2025) shows that collaboration with technology startups, research institutions, and even competitors can be a valuable resource for increasing strategic agility.

Third, adaptive and inclusive leadership is a prerequisite for success. As Syamsir et al. (2025) noted, leaders in the VUCA+ era need to develop cognitive flexibility, emotional resilience, and the courage to take calculated risks.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

This research concludes that the concept of strategic agility has undergone a significant evolution from a reactive capability to a proactive and anticipatory capability in the face of global uncertainty. This shift is driven by the acceleration of artificial intelligence (AI)-based technological disruption, increasing sustainability pressures through ESG principles, and the increasing complexity of VUCA+.

The integration of AI into strategic agility has been shown to strengthen the strategic sensitivity dimension through predictive analytics and real-time decision-making. However, AI adoption also poses challenges such as algorithmic bias, data governance requirements, and organizational cultural resistance, which must be managed wisely.

ESG principles are no longer viewed as a compliance burden, but rather as drivers of innovation and strategic agility. Companies that integrate ESG into their core strategies tend to be more resilient to regulatory changes and stakeholder demands.

Implementing strategic agility in the SME sector of developing countries requires a different approach than in large companies. SMEs need to develop market-driving capabilities supported by strategic agility, as marketing agility alone is not enough to significantly improve performance.Provide some conclusions and implementation of the research results.

ADVANCED RESEARCH

Further research is recommended to conduct quantitative empirical studies to test an integrative model of strategic agility with AI and ESG. The PLS-SEM approach can be used to test the relationships between variables in a larger sample.

Longitudinal studies are also needed to observe the evolution of companies' strategic agility capabilities in response to the ongoing crisis. This approach will provide insight into long-term adaptation patterns.

Comparative studies across sectors and countries can identify context-specific best practices. Comparisons between Indonesia and other developing countries will enrich understanding of the influence of institutional and cultural factors.

Exploring potential conflicts or trade-offs between AI adoption, ESG compliance, and agility demands is also an interesting research agenda. This is crucial for understanding how companies can balance these three often-conflicting demands.

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