

# Exploring entrepreneurship resilience capabilities during Armageddon: a qualitative study

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Resilience  
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## Abstract

**Purpose** – During disturbances and unprecedented events, firms are required to be resilient to confront crises, recover from losses, and even capitalize on new opportunities. The aim of this paper is twofold: (1) to examine how different types of capabilities (routine, dynamic or ad hoc) steer an entrepreneurial firm into ecological, engineering and evolutionary resilience and (2) to identify strategic activities that are deployed by firms with different capabilities to achieve resilience.

**Design/methodology/approach** – Data were gathered using structured qualitative interviews with 26 entrepreneurial resilient firms that managed to survive a multitude of coinciding crises.

**Findings** – The findings show that each type of capability enhances the ability to achieve a specific resilience outcome: ad hoc capability for partial engineering resilience, routine capability for ecological resilience and dynamic capability for evolutionary resilience. Furthermore, ad hoc capabilities are shown to be favored when firms' losses are severe. In contrast, routine and dynamic capabilities are preferred when losses are mild. The most significant capability deployment activities related to building resilience are corporate strategic changes, global export strategy, cost reduction, stakeholder support, positive mindset, fund raising, network building, product development, efficiency improvement and restructuring. These activities are segregated based on capability and resilience types.

**Practical implications** – Practitioners are encouraged to cast off limiting assumptions and beliefs that firms are conditioned to fail when faced with unprecedented crises. This study provides an integrative portfolio of capabilities and activities as a toolbox that can be used by different entrepreneurs and policy makers to achieve resilience and better performance.

**Originality/value** – The paper undertakes a first of its kind empirical examination of the association between capabilities and resilience. The context is unique as it involves a multitude of coinciding crises including Covid-19 pandemic, city explosion, economic collapse, political instability and a severe banking crisis.

**Keywords** Resilience, Entrepreneurship, Capabilities, Crisis, Hierarchical capability

**Paper type** Research paper

## 1. Introduction

During turbulent times, firms are required to develop resilience capabilities to ensure survivability and continuity. Resilience, commonly known as an inherent characteristic to persevere and bounce back during adversity (Linnenhuecke, 2017; Renko *et al.*, 2021), has been considered as an inevitable determinant of entrepreneurship success during unexpected events (Lengnick-Hall *et al.*, 2011; Callegari and Feder, 2021; Protogerou *et al.*, 2022). Resilient



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# Armageddon International University

**E. Woodfin**



## **Armageddon International University:**

**Armageddon International University** Jack Lawrence Luzkow, 2001-08 Readers of Armageddon International University are forewarned that the characters they meet in this comic novel may be dangerous to the future of their education The adventurous and the intrepid however should prepare to meet the lunatic fringes of college life In these pages they will follow Phineas Finkel as he educates students for a future they will never see leads the faculty on a failed assault against the college's president that they will always regret and gives strategic advice to the board of directors that they might wish to avoid Undaunted Phineas Finkel organizes a union of staff members to defend rights they don't want and leads a revolution against the college's administration while impersonating Napoleon toward a goal he can't understand

**In Armageddon's Shadow** Greg Marquis, 2000 The United States had important ties with Canada's Maritime Provinces that were profoundly shaken by the American Civil War Drawing extensively on newspaper reports personal papers and local histories Greg Marquis captures the drama of the times effectively putting the reader into the thick of the action In Armageddon's Shadow highlights Maritime support for the beleaguered Confederacy and the grave implications this had on race relations in Canada Marquis details the involvement of maritimers in running blockades and recounts the experiences of some of the thousands of men from Nova Scotia New Brunswick and Prince Edward Island who served in America's bloodiest conflict Book jacket

**European Integration and Disintegration** Robert Bideleux, Professor Richard Taylor, Richard Taylor, 2002-09-11 This book deals with the principal problems and challenges confronting Europe in the aftermath of the Cold War It shows how integration should not be seen as an inexorable process and deals with both EU countries and those outside the Union

**Armageddon's Glorious End** David R. Manzano, 2017-12-12 This latest contribution to the understanding of the Bible's final book will be a welcomed addition to anyone's personal library The author is quick to admit that Revelation has many strange images and perplexing elements However he is just as quick to stress that these images and elements are not the focus The Apostle John in writing this apocalyptic volume centers the attention on Jesus Christ the only hope for those who have accepted Him as Lord and Savior as well as those who still need to Many people know Revelation for its striking confusing symbolism Many of these people would experience less confusion if they realized that most of these symbols are borrowed by the beloved disciple from other parts of the Bible Manzano is faithful and responsible in allowing the Bible to interpret itself and establishing the Old Testament especially the book of Daniel as the foundation for decoding Revelation's mysteries As Bible prophecy continues to unfold and this world continues to unravel like a cheap sweater the frustration and turmoil that ensues will dissipate by the encouraging tone of this book Readers are subsequently prompted to dive into Revelation and study afresh to reconnect with the Lamb King around whom its messages revolve

*Women and the First World War* Susan R. Grayzel, 2013-11-04 The First World War was the first modern total war one requiring the mobilisation of both civilians and combatants Particularly in Europe the main theatre of the conflict this war

demanding the active participation of both men and women. Women and the First World War provides an introduction to the experiences and contributions of women during this important turning point in history. In addition to exploring women's relationship to the war in each of the main protagonist states, the book also looks at the wide ranging effects of the war on women in Africa, Asia, Australia, New Zealand, and North America. Topical in its approach, the book highlights the heated public debates about women's social, cultural, and political roles that the war inspired, their varied experiences of war, women's representation in propaganda, their roles in peace movements and revolutionary activity that grew out of the war, the consequences of the war for women in its immediate aftermath. Containing a document section providing a wide range of sources from first hand accounts, a Chronology, and Glossary, *Women and the First World War* is an ideal text for students studying the First World War or the role of women in the twentieth century. Shell Shock Doctors A D (Sandy)

Macleod, 2019-08-29. Shell shock was the signature injury of the First World War. Military doctors during the conflict on the Western Front observed and personally experienced psychiatric states they had never witnessed before. This text reviews the published medical literature of that era which graphically detailed the clinical states of hysteria, conversion disorder, and neurasthenia, anxiety, and PTSD. Medical officers at the front evolved pragmatic medicinal, cognitive, and behavioural interventions still practised today though never scientifically proven to be effective. The doctors like their patients endured numerous horrors at the front which were for many to influence their post war personal and professional lives. Much of what they wrote was forgotten and deserves reconsideration. Neuropsychiatry was founded in the shell craters of Flanders. The Case for Zionism Thomas Ice, 2017-02-20. The modern state of Israel has been a nation for almost 70 years. When she was formed and fought her early wars of existence, most Bible believing Christians believed there was a real connection with what was going on in the Middle East and Bible prophecy that predicts an end time return of the Jews to their land. While support for Israel remains high in most evangelical communities, we are seeing the beginning of a decline, especially among younger evangelicals who question whether modern Israel really relates to end time Bible prophecy. *The Case for Zionism* attempts to bring together biblical, historical, and legal arguments for the legitimacy of the startup nation known as Israel, as it explains controversies such as antisemitism and Replacement Theology. Details the biblical and legal rights of Modern Israel. Explores the prophetic nature and future of Israel. In this presentation, Thomas Ice answers many of the contemporary arguments being used by both secular and religious communities to undermine what he believes is the hand of God at work in our own day. *Camp and Combat on the Sinai and Palestine Front* E. Woodfin, 2012-05-29. Dunes, sandstorms, freezing crags, and searing heat: these are not the usual images of World War I. For many men from all over the British Empire, this was the experience of the Great War. Based on soldiers' accounts, this book reveals the hardships and complexity of British Empire soldiers' lives in this oft forgotten but important campaign.

**Theology in Global Context** Robert C. Neville, Amos Yong, Peter Heltzel, 2004-01-01. In this festschrift, former students of Robert Cummings Neville and fellow theologians reflect

critically on Neville's scholarship      **Forthcoming Books** Rose Army, 2002-02      War, Peace and International Relations Colin S. Gray, Professor Emeritus of Strategic Studies Colin S Gray, 2007-06-11 Chapter Introduction Strategic history chapter 1 Themes and contexts of strategic history chapter 2 Carl von Clausewitz and the theory of war chapter 3 From limited war to national war The French Revolution and the Napoleonic way of war chapter 4 The nineteenth century I A strategic view chapter 5 The nineteenth century II Technology warfare and international order chapter 6 World War I I Controversies chapter 7 World War I II Modern warfare chapter 8 The twenty year armistice 1919-39 chapter 9 The mechanization of war chapter 10 World War II in Europe I The structure and course of total war chapter 11 World War II in Europe II Understanding the war chapter 12 World War II in Asia Pacific I Japan and the politics of empire chapter 13 World War II in Asia Pacific II Strategy and warfare chapter 14 The Cold War I Politics and ideology chapter 15 The Cold War II The nuclear revolution chapter 16 War and peace after the Cold War An interwar decade chapter 17 9-11 and the age of terror chapter 18 Irregular warfare Guerrillas insurgents and terrorists chapter 19 War peace and international order chapter 20 Conclusion Must future strategic history resemble the past      **The Eurasian Century** Hal Brands, 2025-01-14 One of Foreign Policy's Most Anticipated Books of 2025 An urgent and incisive new framework for understanding the origins and stakes of global conflict with China Russia and Iran We often think of the modern era as the age of American power In reality we're living in a long violent Eurasian century That giant resource rich landmass possesses the bulk of the global population industrial might and potential military power it touches all four of the great oceans Eurasia is a strategic prize without equal which is why the world has been roiled reshaped and nearly destroyed by clashes over the supercontinent Since the early twentieth century autocratic powers from Germany under Kaiser Wilhelm II to the Soviet Union have aspired for dominance by seizing commanding positions in the world's strategic heartland Offshore sea powers namely the United Kingdom and America have sought to make the world safe for democracy by keeping Eurasia in balance America's rivalries with China Russia and Iran are the next round in this geopolitical game If this new authoritarian axis succeeds in enacting a radically revised international order America and other democracies will be vulnerable and insecure Hal Brands a renowned expert on global affairs argues that a better understanding of Eurasia's strategic geography can illuminate the contours of rivalry and conflict in today's world The Eurasian Century explains how revolutions in technology and warfare and the rise of toxic ideologies of conquest made Eurasia the center of twentieth century geopolitics with pressing implications for the struggles that will define the twenty first      **The Middle East in Modern World History** Ernest Tucker, 2016-05-23 The Middle East in Modern World History focuses on the history of this region over the past 200 years It examines how global trends during this period shaped the Middle East and how these trends were affected by the region's development Three trends from the past two centuries are highlighted The region as a strategic conduit between East and West The development of the region's natural resources especially oil The impact of a rapidly globalizing world economy on the Middle East      The Realist

Tradition in International Relations Barry Scott Zellen, 2011-08-19 This comprehensive foundation for the study of realism will introduce students in disciplines as varied as philosophy international relations and strategic studies to the majestic breadth of the realist tradition that unifies them all The Realist Tradition in International Relations The Foundations of Western Order introduces the principal theorists who have shaped and defined the realist tradition This once dominant theory of international politics has reemerged to provide a shared foundation for understanding political theory international relations theory and strategic studies The work is comprised of four volumes each focusing upon a distinct period and the pivotal contributors writing in that era Volume 1 State of Hope looks at the classical era when chaos reigned supreme Volume 2 State of Fear goes through the early modern period and the emergence of the modern state Volume 3 State of Awe explores the age of total war with its unprecedented dangers Volume 4 State of Siege examines the present era of insurgency and asymmetrical conflict A truly monumental work this sweeping study will surely foster a new appreciation of the rich tapestry of realist thought and its continuing relevance to the study of world politics **The Battle of Megiddo** Eric W. Osborne, 2023-08-21 The Battle of Megiddo was not only the last large cavalry offensive in world history but also a tribute to combined arms operations fostered over the course of the First World War Fought between 19 25 September 1918 it was the final Allied offensive of the Sinai and Palestine Campaign The contending forces were the British Empire s EEF Egyptian Expeditionary Force of three infantry and one mounted corps pitted against the Ottoman German Yildirim Army Group which numbered three weak armies with the approximate total strength of a single enemy corps Comparable to what General Erich von Ludendorff called the Black Day of the German Army opening of the Battle of Amiens 8 August 1918 on the Western Front the complete Ottoman defeat would have been impossible without the application of superior logistics Whilst Megiddo did not determine the outcome of the war in the Middle East the ramifications of the victory decisively shaped the post war world in the region A History of Modern Urban Operations Gregory Fremont-Barnes, 2019-11-21 This book investigates the complexities of modern urban operations a particularly difficult and costly method of fighting and one that is on the rise Contributors examine the lessons that emerge from a range of historical case studies from nineteenth century precedents to the Battle of Shanghai Stalingrad German town clearance Mandalay and Berlin during World War II and from the Battle of Algiers to the Battle for Fallujah in 2004 Each case study illuminates the features that differentiate urban operations from fighting in open areas and the factors that contribute to success and failure The volume concludes with reflections on the key challenges of urban warfare in the twenty first century and beyond **The God Dilemma** V. C. Thomas, 2009-08 Today s modern technology and scientific knowledge contradicts all religious dogma created in ancient times by ignorant and superstitious people who had just learned to write Modern science can test the strength of one s faith and it can make him a skeptic causing him to discard the religious beliefs of his family for generations past Deep religious experiences or self induced delusions can be explained by physical psychological biological and medical sciences today Evil or Sin is the result of

social and mental conditions and can be corrected with education and medication today and without the help of an imaginary God To quote Mark Twain Faith is to believe in what you know for sure is not true The GOD Dilemma is an unscientific investigation to justify believing in religion today and in particular the Christian faith It argues that scientific and logical discussions about religion and the existence of God are futile however we cannot stop thinking about it Humans are maybe born with a faith in God s existence and with a conscience that tells them which is morally and ethically right and which is not Author Thomas used to believe in religion God and Christianity through his teenage years but even if he learned to ignore it during his 50 adult years he never consciously discarded his Christian faith He now shares his investigations and attempts to believe in Jesus Christ once again despite today s knowledge of the universe and evolution and by ignoring the sanctimonious behavior of fundamentalist US Christians In the international scene Thomas believes that the US wars since WWII cannot be justified by the life and the teachings of Jesus Christ There is an underlying moral claim by fundamentalist Christian Americans that its actions are justified by Jesus and Christianity The new phenomenon called Christian Zionism which requires the removal of Palestinians from their homeland to create and expand Israel to enable the second coming of Christ categorically contradicts the teachings of Jesus in the four Gospels Zionism is based on the Old Testament Bible OTB and Revelations in the New Testament both of which are scientifically ridiculous The OTB is also historically questionable about a God interacting with his only chosen people in Middle East and morally criminal God sponsored and assisted armed robbery and genocide to create Israel ancient and modern by today s legal and ethical standards Why has the life and teachings of Jesus Christ not produced universal love and non violence among Christians Why are American Christians the most active supporters of or not speaking out against the wars bombing and destruction by the USA since WWII Are Ashkenazi European Jews really the descendants of Semitic slaves from Egypt What were the reasons for anti Semitism and the Holocaust in Christian Europe of the past Why is the European Union and the US punishing the Palestinians for the Holocaust crimes in Europe Can God s orders in the Bible be legally used by the United Nations to recreate Israel again in the 20th century after 3000 years by getting rid of Palestinians The book seeks to inform and provoke critical thinking of the readers through this investigation into religion and God and in particular the violent intolerant and self righteous behavior of Christians for centuries past and even in today s enlightened age using the source of the Christian religion the Bible **The CRC Press Terrorism Reader** Marie-Helen Maras,2013-11-11 From CRC Press s unrivaled pool of author experts comes the ultimate reader on terrorism With information drawn from premier titles in the CRC Press collection it focuses on how to prepare for mitigate counter and respond to terror threats and acts Policy issues critical infrastructure protection terrorism funding and target selection is discussed along with weapons of mass destruction intelligence and antiterrorism efforts terrorism crisis management and responder issues The book goes beyond theory to provide practitioner knowledge from the field straight into the reader s hands delivering real world solutions to terrorist threats and acts at home and abroad *And*

*the Lamb Wins* Simon Ponsonby, 2010-01-01 There is a growing collective interest in the end times But with that interest comes a barrage of confusing and sometimes misleading ideas and messages With so much available information how can we discern fact from fiction Pastor Simon Ponsonby takes an eye opening look at what the future holds Cutting through today's cultural din Simon examines provocative topics including Biblical indicators of the end times The return of Jesus Christ The tribulation and the rapture Israel's place in the future The true role of the antichrist Simon examines each event through the lens of solid scripture and shares how we can realistically and positively react to these revelations in our daily life Most of all we'll find that whatever the future has in store our hope lies beyond this world Because no matter the end the lamb wins

**Evangelical Millennialism in the Trans-Atlantic World, 1500-2000** C. Gribben, 2015-12-04 This book offers the first complete overview of the intellectual history of one of the most significant contemporary cultural trends the apocalyptic expectations of European and American evangelicals in an account that guides readers into the origins its evolution and its revolutionary potential in the modern world



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