

Strategic Adjustment Tactics for Enterprises to Deal with Macroeconomic Fluctuation

Yuening Li

International Business school, Beijing Foreign Studies University, Beijing, China

ABSTRACT

Macroeconomic fluctuations pose systematic challenges to business operations, and their global conductivity, industrial restructuring and policy technology superposition significantly amplify uncertainty risks. Based on the dual perspectives of dynamic capability theory and economic operation law, this paper puts forward that enterprise strategic adjustment needs to realize short-term, medium-term and long-term dynamic coordination: short-term through capital liquidity and capacity scheduling to ensure resilience, medium-term construction of policy response and risk control system to build up safety bottom line, long-term value chain topology reconstruction to break through cycle constraints. The study reveals that the essence of strategic adjustment lies in the three-dimensional interaction of resource allocation optimization, compliance system upgrading and value chain reconstruction. Enterprises need to transform external pressure into organizational evolution opportunity, form dynamic balance between anti-risk ability and innovation vitality through supply chain elasticity strengthening, stock asset activation and compliance closed-loop design, and finally establish sustainable competitive advantage in volatile environment.

KEYWORDS

Strategic Adjustment Tactics; Enterprise; Macroeconomic fluctuation

1. INTRODUCTION

The living environment of contemporary enterprises is always shrouded in the systemic challenges of macroeconomic cyclical fluctuations. This fluctuation presents the compound characteristics of global transmission, industrial structure reconstruction and superposition of policy and technical variables, which leads to dynamic market demand, fuzzy competition boundary and frequent adjustment of policies and regulations, which significantly magnifies the uncertainty faced by enterprises. Under this background, the theoretical logic of enterprise strategic adjustment is rooted in the interaction between dynamic capability theory and economic operation law: strategic management theory emphasizes responding to environmental changes through resource reallocation and organizational elasticity; the objective law of economic cycle (boom-decline-recovery) constitutes the rigid constraint of strategic adjustment; and the inherent adaptability of enterprises is embodied in the trinity of market signal perception, resource reorganization efficiency and structural adaptability [1].

In the face of fluctuation, enterprises need to construct a strategic framework of multi-time series coordination: optimize resource allocation through dynamic scheduling of capital liquidity and production capacity in the short term to ensure cash flow safety and operation resilience; In the medium term, rely on policy monitoring mechanism and risk control process iteration to construct compliance system to strengthen the bottom line of operation safety [2]. In the long run, it is necessary to reconstruct the topological structure of value chain, break through cycle constraints through supply

chain toughness strengthening and value node migration, and reshape the competition pattern. This triple strategy forms an organic system of resisting shocks and cultivating new advantages, transforming external pressures into opportunities for organizational upgrading.

2. THEORETICAL BASIS FOR ENTERPRISE STRATEGIC ADJUSTMENT

2.1. Strategic Management Theory

Strategic management theory is a systematic framework for enterprises to cope with external environmental changes, and its core lies in resource optimization and strategic adaptation through dynamic analysis. This theory originated in the 1960s. Ansoff put forward four core elements in Enterprise Strategy Theory: defining business boundaries between products and markets, planning development paths in growth directions, identifying core competitiveness by competitive advantages, and optimizing resource integration efficiency by synergy. Ansoff matrix further refines the growth strategy into four paths: market penetration, market development, product development and diversification, providing structured decision-making tools for enterprises. Chandler's "structure follows strategy" theory emphasizes that organizational structure must match strategic objectives, ensure the unity of resource allocation and execution, and lay the foundation for dynamic adaptation between strategy and organization.

The practice of strategic management is embodied as a dynamic process of full cycle. Enterprises need to identify external opportunities and threats such as politics, economy and technology through environmental scanning (such as PEST macro analysis and Porter Five Forces Model), and analyze resource capabilities and shortcomings based on internal evaluation (such as SWOT analysis and value chain model). The guiding significance of this theory focuses on two dimensions.

Core competitiveness deepening is based on RBV and dynamic capability theory, emphasizing transforming hidden assets such as technology patents and organizational culture into sustainable barriers. Apple builds differentiation advantages through design innovation and ecological integration, reflecting the theoretical evolution from static planning to dynamic capability cultivation.

2.2. Law of Economic Operation

The law of economic operation is embodied in the inherent and essential periodic fluctuation of macroeconomic activities, which is not transferred by human subjective will, but dominated by the contradictory movement of productive forces and production relations. Economic activity evolves along four stages of "recovery-boom-recession-depression" cycle, each stage is accompanied by regular changes in output, employment, price and other aggregate indicators: recovery period aggregate demand rebound promotes capacity utilization rate; boom period overheating causes inflationary pressure; recession period demand contraction triggers enterprises to inventory; depression period falls into deflation and unemployment dilemma. This periodicity originates from the endogenous contradictions of the economic system, such as the fluctuation of multiplier effect of investment and consumption caused by "insufficient effective demand" revealed by Keynesianism, and the decoupling of value creation and wealth accumulation caused by the structural deviation between virtual economy and real economy.

Economic operation has the compound characteristic of multiple nested cycles [3]. The short-term inventory adjustment forms a 3-5-year Kichen cycle, in which enterprises respond to demand changes through "overproduction-destocking-replenishment"; the medium-term 7-11-year Jugra cycle is driven by fixed asset renewal, and credit expansion and contraction cause capital expenditure fluctuations. The long-term Kuznets cycle (15-25 years) is dominated by real estate construction and population migration, while the Cambo cycle of more than 50 years corresponds to the reshaping of

global industrial structure by major technological revolutions such as steam engine, electricity and information technology.

The core of monitoring economic cycle lies in constructing the index system of "forerunner-synchronization-lag". Leading indicators such as purchasing managers index (PMI) and money supply (M2) can predict inflection points 3-6 months in advance; synchronous indicators such as industrial added value and total retail sales reflect the current economic state; lagging indicators such as unemployment rate and consumer price index (CPI) verify cycle stages.

2.3. Enterprise Adaptability

Enterprise adaptability is the core ability of enterprise to dynamically integrate internal and external resources to cope with the changes of external environment. Its theoretical foundation is rooted in the deep coupling of system theory and dynamic capability theory. Systems theory requires organizations to view technology architecture, process design, and cultural genes as a co-evolving organic whole to ensure that environmental disturbances trigger global responses rather than local fragmentation; dynamic capabilities theory emphasizes breaking through path dependencies through agile reconfiguration of resource links and transforming uncertainty into strategic opportunities [4].

The technology engine drives a closed loop of real-time response. Construct digital twin system to realize dynamic mapping of physical world, perceive environmental fluctuation through Internet of Things, preview risk scenario by artificial intelligence, and support synchronous iteration of resource scheduling. For example, the manufacturing system dynamically adjusts the production line parameters through edge computing to achieve exponential improvement of order fluctuation response speed; the retail system relies on the demand-aware model to form real-time feedback of "monitoring-forecasting-scheduling" to eliminate structural deviation of supply and demand.

Topological optimization of organizational architecture breaks down hierarchical rigidity. The flat structure and cross-functional teams push the decision-making power down to the business front line, relying on the cloud collaboration platform to shift the resource scheduling mode from "hierarchical approval" to "task parallel", ensuring that resources can be reconfigured at the minute level according to environmental changes, and significantly reducing the strategic response cycle [5].

The bidirectional iterative mechanism of memes constitutes the underlying support. An open and inclusive innovation atmosphere needs to establish a feedback loop of "fault-tolerance-learning": stimulate exploration kinetic energy through institutionalized trial-and-error space, and transform failure experience into iterative materials of knowledge base; combine real-time strategy dashboard to compress the cycle of multiple panels, promote strategy from "post correction" to "instant pre-adjustment", and realize resilience evolution.

This capability finally forms a strategic cycle of "environmental perception-sandbox testing-agile iteration": build a dynamic early warning matrix by integrating multi-source data such as policy text analysis and competitive intelligence atlas. When sudden risks occur, verify the response plan with the help of preset sandbox, transform governance costs into competitive barriers, and realize the dynamic balance between risk resistance and innovation vitality.

3. ADJUSTMENT STRATEGIES FOR ENTERPRISES TO COPE WITH MACROECONOMIC FLUCTUATIONS

3.1. Optimize Resource Allocation

Optimizing resource allocation is the core strategy of enterprises to cope with macroeconomic fluctuations, aiming at enhancing anti-risk ability and economic elasticity by improving factor utilization efficiency. Enterprises need to construct market-oriented allocation mechanism of factors,

dynamically adjust the input direction and intensity of capital, technology, labor force and other factors relying on price signals, eliminate institutional flow barriers and reduce transaction costs [6]. For example, by deepening the market-oriented reform of land, capital, data and other elements, resources will be concentrated in high-benefit areas to avoid efficiency losses caused by rigid allocation.

Supply chain flexibility is a key practice in resource optimization. Enterprises need to break the dependence of single supply chain and disperse risks through regional layout and multi-source procurement. In the face of rising costs caused by trade frictions, some enterprises adopt the strategy of "regional substitution", transferring production capacity to customs areas such as Southeast Asia or Mexico, or reducing cross-border logistics costs through localization of factories, so as to maintain price competitiveness while ensuring supply chain continuity. The application of Digital tools enables real-time monitoring of inventory and capacity and dynamic optimization of production plans.

Inventory asset activation can significantly improve resource turnover efficiency. Enterprises can activate idle equipment through technological transformation, renew old factory buildings into innovation centers or logistics hubs, or convert real estate into liquid capital through asset securitization to feedback investment in emerging industries.

3.2. Build a Compliance System

Under the fluctuation of macro-economy, systematic compliance system becomes the strategic guarantee for stable operation of enterprises. The core is to construct a closed loop of risk management and control, and realize compliance embedding through three tools: "risk list, post responsibility list and process control list." The risk list quantifies the regulatory vulnerability level according to SOD model, for example, dynamic early warning threshold is set for key areas such as data cross-border and anti-monopoly to ensure early intervention of risks. The list of post responsibilities clearly defines the "three lines of defense" rights and responsibilities of business, compliance and audit, especially mandatory compliance review in key posts such as overseas executives, so as to eliminate blind areas of control.

Compliance effectiveness depends on organizational synergy and process reengineering. It is necessary to integrate the functions of legal affairs, compliance, risk control and internal control into a "four-in-one" structure: the compliance committee shall coordinate the strategy at the decision-making level, and the risk control specialist of the business unit shall be set at the executive level, and the review node shall be embedded into the core processes such as contract approval and fund payment. For example, Supply Chain Finance business can trigger credit evaluation, contract review and pledge risk scanning synchronously, realize multi-department data linkage through digital platform, upgrade manual sampling inspection to intelligent monitoring, and greatly improve response efficiency.

Facing frequent policy iteration, enterprises need to establish compliance dynamic optimization mechanism. Continuously track legislative developments such as carbon neutralization and data security, update the obligation library in combination with ISO 37301 standard; conduct compliance maturity assessment every year, and add special review nodes for new technology risks.

3.3. Reconstruct the Value Chain

Enterprise adaptability is the core ability of enterprise to dynamically integrate internal and external resources to cope with the changes of external environment. Its theoretical foundation is rooted in the deep coupling of system theory and dynamic capability theory. System theory emphasizes that enterprises need to regard organizational structure, technical system and cultural genes as an organic whole to ensure that environmental changes trigger global collaborative response rather than partial fragmentation response; dynamic capability theory focuses on the agility of enterprise restructuring

resource links, breaking through path dependence through rapid iterative resource combination, and transforming uncertainty into strategic opportunities.

The three-dimensional synergy of technology, organization and culture constitutes the practical core of adaptability. At the technical level, it is necessary to construct a digital twin system to realize dynamic mirroring of the physical world through the Internet of Things and artificial intelligence, and support real-time risk simulation and resource scheduling; at the organizational level, the barriers at the organizational level are broken through flat structure and cross-functional teams, and the market response cycle is shortened by sinking decision-making power; at the cultural level, relying on an open and inclusive innovation atmosphere, a feedback mechanism of "fault tolerance-learning" is established to transform external pressure into organizational innovation potential energy.

Resilience is embedded in the strategic cycle through an "environmental scan-iterative feedback" mechanism. Environmental scanning system integrates multi-source data (such as policy text analysis, competitive intelligence atlas, demand perception network) to construct dynamic risk early warning matrix; iterative feedback loop relies on data platform to realize strategic agile adjustment, for example, compressing strategic review cycle through real-time dashboard, so that enterprises can change from passive correction to active prediction.

This ability promotes the upgrading of enterprises from the survival mode of "stimulus-reaction" to the development paradigm of "foreseeing-leading". Its essence is to transform governance costs into competitive barriers by dynamically balancing strategic resilience and innovation vitality, and finally support strategic adjustment from theoretical conception to sustainable practice.

4. CONCLUSION

Strategic adjustment under macroeconomic fluctuations is the key transition from passive response to active leadership. This paper demonstrates the synergistic value of resource allocation optimization, compliance system construction and value chain reconstruction: short-term resilience is the foundation of medium-term compliance, medium-term risk control is the long-term breakthrough escort, and value chain topology innovation reversely enables resource allocation efficiency, forming a spiraling strategic closed loop. Companies need to recognize that the core of volatility governance is not to eliminate uncertainty, but to transform risk costs into competitive barriers through dynamic capability development. Future research can further explore the catalytic mechanism of digital transformation on strategic agility, as well as the adaptive innovation path of small and medium-sized enterprises under limited resource constraints, providing a more universal practice paradigm for economic cycle governance.

REFERENCES

- [1] Pieloch-Babiarz A, Misztal A, Kowalska M. An impact of macroeconomic stabilization on the sustainable development of manufacturing enterprises: the case of Central and Eastern European Countries [J]. *Environment, Development and Sustainability*, Vol. 23 (2021) No. 6: 8669-8698.
- [2] Fang M, Ruan R. State-owned enterprises in China as macroeconomic stabilizers: Their special function in times of economic policy uncertainty [J]. *China & World Economy*, Vol. 31 (2023) No. 5: 87-115.
- [3] Feng M, Li D D, Wu S. How did China maintain macroeconomic stability during 1978–2018? [J]. *China & World Economy*, Vol. 29 (2021) No. 3: 55-82.
- [4] Deng X, Cheng X, Fu Z. Household financial decision-making and macroeconomic fluctuations [J]. *Emerging Markets Finance and Trade*, Vol. 57 (2021) No. 14: 4143-4165.
- [5] Müller K, Verner E. Credit allocation and macroeconomic fluctuations [J]. *Review of Economic Studies*, Vol. 91 (2024) No. 6: 3645-3676.
- [6] Reyad H M, Zariyawati M A, Ong T S, et al. The impact of macroeconomic risk factors, the adoption of financial derivatives on working capital management, and firm performance [J]. *Sustainability*, Vol. 14 (2022) No. 21: 14447.