

INTISARI

Fenomena *tech winter* yang ditandai dengan penurunan pendanaan global dan gelombang pemutusan hubungan kerja menimbulkan tekanan signifikan bagi industri startup, termasuk PT. XYZ sebagai penyedia layanan rekrutmen digital. Perusahaan ini merespons tekanan tersebut dengan bertransformasi dari strategi ekspansi ke efisiensi dan ketahanan bisnis. Penelitian ini bertujuan untuk menganalisis strategi resiliensi PT. XYZ dalam menghadapi tekanan eksternal dan dinamika industri berbasis pendekatan PESTEL, *Dynamic Capability View* (DCV), dan *Organizational Resilience*.

Penelitian ini menggunakan pendekatan kualitatif deskriptif dengan teknik pengumpulan data berupa wawancara semi-terstruktur terhadap lima informan kunci dari internal dan eksternal perusahaan, serta analisis data melalui model Miles dan Huberman. Tiga kerangka teoritis digunakan secara integratif untuk mengevaluasi tekanan eksternal, kapabilitas adaptif internal, serta tahapan ketahanan organisasi.

Hasil penelitian menunjukkan bahwa PT. XYZ menunjukkan kekuatan pada kapabilitas *sensing*, *seizing*, dan *reconfiguring*, serta strategi ketahanan berbasis *flexibility*, seperti restrukturisasi organisasi, refocusing lini bisnis ke layanan job portal, dan penguatan pola kerja hybrid. Namun, kelemahan terletak pada aspek *anticipation* yang belum sistematis. Rekomendasi strategis meliputi pengembangan sistem antisipatif berbasis data makro, pemanfaatan peluang *green jobs*, dan optimalisasi teknologi AI untuk efisiensi internal serta monetisasi jangka panjang.

Kata Kunci: Tech Winter, Ketahanan Bisnis, Dynamic Capability View, Strategi Resiliensi, PT. XYZ, PESTEL, Startup Digital.

ABSTRACT

The tech winter phenomenon marked by global funding contraction and mass layoffs has imposed significant pressure on the startup industry, including PT. XYZ, a digital recruitment service provider. In response, the company shifted its focus from aggressive expansion to efficiency and business resilience. This study aims to analyze PT. XYZ' resilience strategy in facing external pressures and dynamic industry conditions using the frameworks of PESTEL, Dynamic Capability View (DCV), and Organizational Resilience.

This research employs a descriptive qualitative approach, collecting data through semi-structured interviews with five key informants from both internal and external stakeholders. Data were analyzed using the Miles and Huberman model. Three theoretical frameworks were integrated to assess external macro pressures, internal adaptive capabilities, and the organization's resilience phases.

The findings show that PT. XYZ exhibits strong capabilities in sensing, seizing, and reconfiguring, along with a resilience strategy characterized by flexibility, demonstrated through organizational restructuring, business refocusing toward job portal services, and the adoption of hybrid work models. However, a major gap lies in the lack of a systematic anticipation mechanism. Strategic recommendations include developing a macro data-driven anticipation system, leveraging green job opportunities, and optimizing AI technologies for internal efficiency and long-term monetization.

Keywords: *Tech Winter, Business Resilience, Dynamic Capability View, Resilience Strategy, PT. XYZ, PESTEL, Digital Startup.*