



SIGNIFICANCE OF RESOURCE MANAGEMENT STRATEGIES FOR MICRO AND SMALL ENTERPRISES IN THE POST COVID PERIOD

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Abstract

Resource Bootstrapping and Bricolage is a resource management strategies used to manage resource scarcity and it is become more evident in the post COVID period. The cascaded effect of demonetization, sluggish economic condition and parading fuel prices affected the firm performance adversely. Micro and small enterprises affected more who have less financial stability. The contraction of demand due to the fall in purchase power is one the challenges faced by the firms. A virtual downsizing was observed by shifting to digital platforms and implement automation to reduce operating expenses. The effect of sluggishness on labour centric firms are high compared to ICT based firms. This analysis was conducted in India and the sample space is 390 firm owners or managers. The tools used in this research include, ranking responses based on mean, and multiple linear regression models using predicted average to compare the effects

Keyword: Resource Bootstrapping and bricolage, demonetization, Micro & small enterprises, COVID 19, resource management

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1. Introduction

National average of unemployment in India is in the range of 7% to 9% in the third quarter of the financial year 2022-23 (Sethi, 2022). Unemployability is defined as the loss of work even though they are ready to work. Unemployment rate is inflated to 8.1-9.3% in urban areas and 6.44% to 7.28% in rural areas in the post-COVID '19 period compared to 5.5

% of pre-COVID '19 period (Statistica, 2022). The youth unemployment has swollen from 17.75% in 2019 to 28.26% in 2021 (WorldBank., 2021) There are many reasons for the economic contraction in India, including, fall in investment and demand, demonetization, rolling out of Goods and Service Tax, etc. (Tamilarasi & Cheriyan, 2020). Informal economy plays an important role in employment generation and it is an opportunity for self-employment, entrepreneurship and employment generation also. In India, Niti Ayoga (National Institution for Transforming India) reported in its report titled 'Strategy for New India @75' that the informal sector generated 85 per cent employment opportunities (Gururaja B. L & Parida, 2020).

COVID '19 affected individuals and firms in different employment sector severely in many ways like, job loss, wage loss, labour migration, etc. Effects on business sector include, fall in footfall, depleting profit margins, closure of business, etc.. Return to normalcy was not that easy for the business engaged in non-essential products (Swarna, et al., 2022). Labour centric business like, cafeterias, film industry, logistics, trading etc. were affected more by the lock down (Ali & M.Kamraju, 2021). At the same time, ICT (Information and Computational Techniques) centred firms were not affected as they could work from anywhere and anytime (ILO- Brief, 2020).

The parading fuel price also affected social life. It depleted savings of individuals and profit margin of firms (Adhana & Kumar, 2018). This delayed the economic recovery of business, prolonged loss and financial commitments. An average increase in petrol and diesel prices are respectively 39.72% on petrol price (Rs. 96.72 on Dec 1, 2022) and 56.2% on diesel (Rs 89.36 (Dec 2022)) in 5 years (PetrolDieselprice, 2022). But petrol price increased to Rs 109.69 and diesel to Rs. 98 in November 2021. A partial relaxation of tax on petrol and diesel in July 2022, lead to a fall in diesel and petrol prices of Rs 7 (appox).

Resource Bootstrapping and Bricolage: A strategy for effective resource management

Resource Bootstrapping and Bricolage are two resource strategies that helps the enterprises to do cost control by substituting expensive resources with cheap ones or postpone the consumption of it. Both these strategies are the outcomes of resource dependency theory (Pfeffer & Salancik, 1978), resource based view (Barney, 1991), and effect of competitors (Porter, 2008). Resource dependency explained the competition and gaining power to control scarce resources while the resource based view explained the competitive advantage of organization through gaining valuable, rare, inimitable resources. Every firm use its resource to develop a set of competitive advantages. There is a peck order in using financial resources and it starts from internal sources (reserves), close circle (within investors/ creditors), external (lenders) and then public (MYER, 1984). This is the fundamental of resource bootstrapping concept in which the need of expensive resources are substituted by the available and cheap resources. In Financial analysis, the working capital stands for the short term asset management and it is internal up to a certain extent. But the long term assets and liabilities have a high impact on firm performance compared to short term assets. But higher cost of funds affect the financial performance adversely (Usman, 2019). Hence, an appropriate resource management strategy enhance financial performance (Baker & Nelso, 2016). There is a difference in resource management strategies of large and small firms. Financial constraints limit small firms from using scarce and expensive resources. Yet, they find an alternative solution using their innovative and creative ideas. The term 'Bricolage' was demonstrated (source from Claude Levi Strauss 'The Savage Mind') in which the savage mind called as bricoleur where Machiavellian path to do new process using pre-existing things with whatever is at hand. It is contrast to the 'engineering, a systematic methodology e (Baker & Nelso, 2016). A few common resource bootstrapping methods include, using owner-related finance, reducing receivables and debts, sharing resources, delaying payments, minimise capital use and avail more subsidies in finance (Winborg & Landstrom, 2001). Seven objectives of resource bootstrapping includes lower expenditure, reduce dependency durable finance, bothering about demand in money, hazard pruning, access for the privacy, coping up the schedule, and pleased by the deeds (Winborg, The Role of Financial Bootstrapping in Handling the Liability of Newness in Incubator Businesses, 2015)

Challenges faced by micro and small enterprises

The criteria for defining small enterprises differs from one economy to another. They are, job opportunities (United Kingdom, United States, Japan, Korea, Philippines, Korea (commerce)), Investment (Pakistan, Indonesia, Malaysia), and Sales turnover (Korea (commerce, Malaysia, China, UK (commercial)) (Banik, 2018). In India, investment is the criteria for defining type of enterprises. Micro enterprises (less than Rs 25 L for manufacturing and less than Rs 10L for service) and small enterprises (Rs 25-500 L for manufacturing while Rs 10-200L for the Service). This definition itself shows the financial constraints of small enterprises. A few problems faced by micro and small enterprises are, financial constrain, , obsolete Technology, Scarcity in Raw Materials , limited managerial skills, Quality issues, economical slowness , Problem of under Utilization of Capacity, Poor Project Planning , Inadequate Infrastructure , Absence of Vertical Growth Global Competition and Export Related Problem (Sacheti, 2021). All these limitations are directly or indirectly influenced by financial constraints.

Contemporary issues faced by small enterprises

- Increasing operational expenses
Increase in operational expense cause working capital constrain in the firm leading to scaling down of production and revenue generation. There are two types of firms exist: formal and informal. Formal enterprises are registered and bound to pay taxes while informal enterprises are exempted from taxes till the upper limit of turnover and income. This cause a threat to formal products increase in price due the difference in Goods and Service Tax

(Rodier, Durif, & Ertz, 2017).

- Market imperfections and fall in demand

Increase in fuel expenses cause increase in life expenses and decrease in purchase power. It causes a fall in demand for expensive products. This compels the people to buy low price products (FRANCO, 2015). Concerning the dutiable freeform levies, casual commodities are at low cost in contrast with stamp marked productions. This compels large firms to reduce cost who has competition from informal sector. But, the economies of scale in production helps the large firm to be cost effective and price competitive. Also, it persuade the customers to procure from nearby shops to reduce travelling expenses. Online third party e-commerce platforms like, amazon or Flipkart raise a challenge to traditional and formal traders by offsetting the tax amount by discount.

- Effect of fuel price on small enterprises

Increase in fuel price caused increase in the following variables, carriage in, carriage out, wages, total cost, distribution cost, and production cost if generator is used for production. Among these, logistics cost can be reduced by using electric vehicles or hybrid vehicles as per FAME II (Faster Adoption and Manufacturing of Electric and Hybrid Vehicles). Initial investment can be reduced due to subsidy and tax benefits. Similarly, use of solar panels for electrification for lighting that use of fossil fuel can be reduced. Solar cell are renewable energy.

Table 1: Region of cost of gasoline influence in minor establishments

SI No	Affected domains	Results	Remedial measures Reboot steps
1.	Material inward	Raw material cost increase, contraction in procurement	Encourage VMI (Vendor managed inventory), share transportation cost
2.	Material outward	Sales and logistics cost increase	Use a combination of Hub and spoke distribution and hub to point distribution
3.	Labour constrain availability	Fall in supply of labour from proximity cause labour shortage and fall in production	Choose fresh employees and train
4.	Increase in pay	Labour shortage and increase travel expense cause increase in cost of production	Flexi timing, pooled transport facility, increase automation

5.	Inflating total expense	Increase in fuel price has a cascading effect on price	Use agile/lean and TQM concepts
6.	Fall in demand	Increase in price, contraction in demand, availability of substitute products	Focus on customer demanded products, use techniques to reduce cost
7.	Increase in unused capacity	Economic slow down reduced production leading to underutilization of capacity. Also, demand for capacity outsourcing also reduced.	Standardise products, increase product range matching to market demand

Table 2 Cascading effect of fuel price hike on SMEs

Sl No	Effect	Cause	Outcome
1.	Logistics	Increase in operational expenses	Fall in profit
2.	Fall in labour supply	Increase in wage, increase in skill gap and compromise	Increase in recruitment expenses, salary and training expenses
3.	Increase in raw material cost	Increase in product cost	Fall in income, sown sizing of firm, depleting profit
6.	Increase in operating expenses	Lowering gross profit	Use of alternate resources to reduce cost, apply lean and agile methods
7.	Fall in economies of scale	Fall in work, automation lead to single man business	Target on profit generating employments, diversifying the commodity reach
8.	Trading peddle/ Vending up trade	Increase in distribution,	Allotment zones abbreviated, prolific manufacturing shops focalized, analogous merchandising opportunities available.

Socio-economic effects on consumption in Post COVID period in India Demonetization effect and digital transactions

Demonetisation is a strategy used by the governments when there is a need in currency or to control black money or inflation. Though there were demonetization in India earlier as well in 1946 to withdraw high value denominations like Rs

5000/- and Rs 10000. But this demonetization did not affect common man much as the circulation of these denominations among common people were less. The second demonetization was in 1978 by the Sri Morarji Desai Government to withdraw Rs 1000, Rs 5000 and Rs 10000 denominations. The third demonetization was on November, 08, 2016 to withdraw Rs 1000 and Rs 500 denomination and introduced Rs 2000 notes.

Table 3 Effect of demonetization in different countries (Groww, 2021)

Year	Country	Action	Effect
1873	USA	Withdrawal of Silver to substitute Gold standard. In 1878, reinstated silver standard	Incongruity of the fund provision and correspondingly in the continent occurs a 5-year financial crisis
1978	India	Withdrawal of Rs 1000, Rs 5000 and Rs 10000	Unaffected on common man as circulation was minimal
1984	Nigeria	Deflated finances, futile	Bill infested and extension did not take change well.
1987	Myanmar	Not successful	Make destruction of the lives
1991	Soviet Union	Not successful	Negative atmosphere had been created because of the bad yield..
1993	Zaire	Unsuccessful	Mobutu (1997) caused due to advancing providence system.
1996	Australia	Consequence not found	Plastics had been restored by paper
2002	European Union	Successful	Demonetised 12 currencies to replace with Euro. It took four years to implement. Slow implementation to demonetise the existing currencies made it successful
2010	North Korea	Weak, irrelevant	Basic commodities have been shattered
2015	Zimbabwe	Weak, irrelevant	Reduction in face value (100\$ dollar \$0.5 dollar).
2016	India	Slow recovery, successful	Affected normal, market became sluggish
2016	Venezuela	Failure	Mass protests and extension of replacement date

This exhibit is to explain the effect of common life and economy. Reduction in strength with deficient capital transport occurred with the unexpected take out of money results in economy sluggishness of vague/uncertain. Agronomy and unofficial zone depends entirely on capital support got trashed (Groww, 2021). Reserve Bank of India reports admits all negative effects with demonetisation and introduction of products and Service Tax (GST) affected the informal sector and small enterprises. The sectorial Credit and industrial credit growth fell in 2017 immediately after demonetisation (Behera & Wahi, 2018). Ranging from 134 million to sixty million in the below poverty line had been multiplied in the previous year because of this progress (Mahapatra, 2021).

Effect of COVID 19

The sudden lockdown, restrictions in public gathering and material movement paralysed economic performance in all labour centric business. The entrepreneurs who faced closure of business struggled to restart business due to the need of higher capital while struggling due to the debt payments of earlier debts. Economic recession after COVID 19 lead to demand fall and fall in production. This under-utilization of facilities and investments increase financial burden. It also caused attrition of employees, default in debt repayment and loss of business

spaces due to non-payment of rents. It added to unemployment as well.

Effect of cashless economy

The demonetization followed by the restrictions during COVID 19 opened up the use of digital gateways like mobile wallets, bank applications, unified payment interfaces and other digital payment modes. It has many benefits as well as challenges. Generally used methods in bank applications are National Electronic Fund Transfer (NEFT), Real Time Gross Settlement (RTGS) and IMPS (immediate payment service). In addition to this, there are private fund transfer applications like Gpay, Paytm, Phonepe, etc. Payment can be made directly to a phone number or through scanning QR (Quick Response Codes). A wide range facilities are given in these applications. These are linked to one bank account that all the transactions will done from that account only. A few benefits of cashless payments are, immediate settlement and acknowledgement, traceability of transactions, immediate report generation, fall in credit sales, no need to manage denominations of currencies, increase in convenience and flexibility, and reduction in misappropriation in funds. Transaction can be done nationally so that the business move beyond location and time boundaries. But, technology adaptability of employees is a need (MEHER, et al., 2021).

Literature Review

(Mkhonza & Sifolo, 2022) This study brings out the importance of strategic planning as it is the essential commodity for any small or micro enterprise to accumulate business into a highly productive one. In any organisation, the strategic plans should be there in their goals, their possessions and in their shifting promises. South African government considers SMMEs to the top of shaping the entrepreneurship which plays a prominent role in moulding the future economy of the country. The results in this study also focuses on the financial assessment of strategic planning during the COVID – 19 lockdown in Johannesburg CBD that includes SWOT analysis (78%), planning scenario (65%), benchmarking (61%), Competitors' financial analysis (59%), PSET analysis (56%) and BCG matrix (47%) and Porter's five forces (51%). The essentiality of financial management is also noted in planning adaptive strategic planning techniques. (Hadjielias, Christofi, & Tarba, 2022) focuses on the different aspects of small firm business resilience occurred during COVID – 19 pandemic. The psychological and longitudinal assessment of individual owner managers are assessed in which 35 small business people in the time duration of April and December 2020 are included. This assessment comes with the output of resilience qualities (personal and leadership) of owners at their small business firms. A novelty idea of psychological approach had been taken with small business owners to test the strengthening levels of their grounded work in terms of person, role and organisation. The reason this approach is taken in order to get a better understanding of the integrity of the person who owns the firm is being ready to overcome the challenges like COVID 19 pandemic and some uncertain situations. (Belitski, Guenther, Kritikos, & Thurik, 2022) Demanding possibilities of COVID 19 in economy, this research gives the varied differentiation between the different business firms and organisations where there is small and large business entrepreneurs' capabilities and how they survive with the assessment of micro and macro-economic stabilisation. The post covid analysis with the examination of 15 supplies through the title "economic effects of the COVID 19 pandemic on entrepreneurship and small businesses" comes out with four dimensions as proper structural analysis on the effect of business, complexities in the review of tests, outline review of the source and various ideas on this article. The main aim of this responding tests is to give not only idea behind small job entrepreneurs to enhance their business skills during insecurities but also to improve the productivity of those people during an unexpected challenge. (Amuda, 2020) This analysis have made an impact on the small business owners and entrepreneurs in Nigeria making them to lead into a successful and collaborative one with the help of loans provided by the government agencies. The countries like US, UK, Canada and China have more resources especially when their business owners are under crisis. The small and medium Enterprises should have a move on during the crisis like COVID- 19 economy to boom in the country. WHO gave more importance to health perspective during the pandemic crisis and it is also applicable in educational and economic sectors. Expansion of SMEs is possible only through the assistance of the loans provided by the government. SMEDAN which provides an efficient sources of digitization or for the business operations throughout the country expects a collaboration for its activities between leaders and the government. (Liguori & Pittz, 2020) This article sums up the COVID 19 crisis with small business stakeholders which resulted in upheaval where the survey of Goldman Sachs occurred in 2020 shows that coronavirus (90%), business cannot thrive at the economic shutdown (51%), emergency funding (67%), inability to telecommute (53%) which make the economic down for small business and for their employee. The mental and financial effect of this process could not be demotivated instead they could collaborate with a creative mind set which makes them to think as a business pragmatists giving importance to logical attention. As stated in Pittz & Liguori the empowered business person are found to be effectuators, exploiters of resources and pragmatists. This paper also pushes the point for business owners that they should be updated with the expectation of the customers which is not liable in times of great crisis forward

in turn it may differ in its expectations.

2. Research Methodology

The population of this research are managers of micro and small scale industry owners, managers and employees. Sample size is 390. Data was collected using a structure questionnaire with validity tested using test-retest method and reliability with Cronbach alpha more than 0.8.

Objectives

1. To analyse the factors that influence the firm performance in the post COVID period
2. To examine the performance of different industries in the post COVID period
3. To identify different resource Bootstrapping techniques followed by different firms in the post COVID period

3. Analysis and Discussion

Table 4: Response profile

Categorising variable	Sub variables	Data tool	
		Response	%
Gender	Male	196	50.33%
	Female	193	49.60%
Age	<20	85	21.84%
	20-40	102	26.23%
	40-60	87	22.26%
	60 <	116	29.68%
Trade based	Retail	155	39.68%
	Engineering	82	20.97%
	Manufacturing	72	18.39%
	Services/ Customer care	20	5.17%
	Logistics	62	15.83%

Table 5: Response to effect of Fuel price on Small enterprises. All these responses are based on variation in current business opportunities comparing to pre COVID period.

Sl No	Area of effect	Mean	Standard deviation	Rank
1	There is an increase in material inward in the post COVID operation due to fuel price hike	4.4	0.61	I.
5	Operating expense increased beyond estimation	4.22	0.63	II.
6	Fall in consumption and demand	4.12	0.72	III.
2	There is an increase in material outward in the post COVID operation due to fuel price hike	3.92	0.69	IV.
4	There is hike in wages in the post COVID	3.13	0.92	V.
3	Increased labour turnover	2.92	1.22	VI.
9	Cost for alternate power sources	2.82	1.31	VII.

7	Unutilized capacity	2.32	1.21	VIII.
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Material inward, Material outward, Labour availability constrain, Increase in pay, Inflating total expense, Fall in demand and Increase in unused capacity are ranked from 1 to 8. Material inwards, operating cost and fall in consumption are the top challenges faced by the firms in the post COVID period.

Table 6 : Effect of fuel price on different type of respondents,

Area of effect	Mean	Standard deviation	Rank
Transport : Good carriage & Travel	4.6	0.23	I.
Restaurants, hotels and other food processing	4.5	1.3	II.
Engineering works	4.3	0.6	III.
Shop keepers	3.9	0.6	IV.
Self-employment: tailoring, etc	3.8	0.56	V.
Micro & small scale manufactures	3.8	1.3	VI.
Informal labours	3.6	1.2	VII.
Micro/small service providers	3.2	0.87	VIII.
employees	2.6	0.9	IX.
Informal traders	2.6	1.2	X.

Transport : Good carriage & Travel, Restaurants, hotels and other food processing, Engineering works, Shop keepers, Self-employment: tailoring, etc., Micro & small scale manufactures, Informal labours, Micro/small service providers, employees and Informal traders are arranged in the ascending order of mean. The first three industries depend on fossil fuel, especially LPG (liquefied Petroleum Gas) as prime fuel. Other trades are not using directly, but supplement to the process for generators for lighting and all when there is no power.

Table 7: Resource bootstrapping to reduce operational expense

SI No	Area of effect	Mean	Standard deviation	Rank
1	Sharing of vehicle in input level	4.6	0.23	I.
2	Use of shared distribution or third party logistics for transportation	4.6	0.56	II.
3	Use of third party Ecommerce platforms	4.3	0.6	III.
4	Use digital platforms for meetings	4.1	0.8	IV.
5	Self-involvement to reduce labour	3.6	1.2	V.
6	Use Hub and spoke method for distribution	3.6	1.2	VI.
7	Reduce floor area	3.5	0.9	VII.
8	Sharing of idle resources	3.4	0.7	VIII.
9	Increase direct selling	3.3	0.9	IX.
10	Use Electric vehicle for transportation	3.2	0.87	X.
11	Develop efficient trade partners to support digital marketing	3.2	0.6	XI.
12	Use social media and digital marketing	2.9	0.6	XII.

13	Shift to solar lighting to reduce dependency on Fossil fuel based generator	2.8	1.3	XIII.
14	Redefining products matching to demand	2.6	0.9	XIV.
15	Use ERP (enterprise Resource planning) software to coordinate information and work	2.6	1.3	XV.
16	Increase automation in process	2.6	1.2	XVI.

Sixteen strategies are observed among the small enterprises in the post COVID period and most of the strategies are either cost reduction or manpower reduction. Reduction of travelling and use of alternative energy sources are important to reduce cost.

Table 8: Effect of Demonetisation and fuel price hike on Micro and Small enterprises (- 3: worst -2: worse -1: Bad 0 : Neutral 1: Good 2 Better 3. Best

Area of effect	-3	-2	-1	0	1	2	3	Mean	Mean
inventory movement speed	63	56	65	25	58	65	58	-0.0103	4.6
Employee consistency	18	50	31	85	68	58	80	0.61282	4.5
Demand in rural areas	98	85	73	52	56	18	8	-1.0795	4.3
Demand of non-essential products	85	56	54	36	89	56	14	-0.4564	3.9
profitability	89	68	56	54	48	39	36	-0.5769	3.8
Online trade platforms	25	56	46	36	98	89	40	0.41795	3.8
Digital payments	12	24	19	26	123	116	70	1.18462	3.6
Informal employment	25	85	69	39	85	68	19	-0.0923	3.2
Trading circle	89	65	56	28	89	58	5	-0.5974	2.6

It is observed that there is a fall in profitability of micro and small enterprises compared to pre demonetization and COVID 19 period. Other challenges faced by the small enterprises are, trading cycle, demand of non-essential products, and demand in rural areas. Positive benefit observed in employee consistency, use of online trade platforms by the producers and use of digital payments. Inventory trading cycle and informal employment low negative effects.

Transport : Good carriage & Travel, Restaurants, hotels and other food processing and Engineering works are the sectors affected more as they use petroleum products directly.

Regression Analysis

Multiple linear regression model is used to explain the effect of different strategies to sustain in businessness

Table 9: Regression analysis

Control variable	R	R ²	F value	Significance level	Hypothesis Accepted
Retail	0.586	0.339	2.871	.008	H1
Engineering	0.533	0.284	8.867	.000	H1
Manufacturing	0.524	0.275	3.878	.000	H1

Services/Customer care	0.697	0.485	9.711	.000	H1
Logistics	0.459	0.210	2.926	.004	H1

All the regression models are statistically significant, and they could explain 21 to 48.5% of the variance for the respective control variables.

Table 10: Regression Coefficients and calculation of predicted average

Area of effect	Retail			Engineering			Manufacturing		
	Mean	Beta	PA	Mean	Beta	PA	Mean	Beta	PA
Business performance	3.9	1.9	1.9	3.4	1.3	1.3	3.3	1.2	1.2
Sharing of vehicle input level	4.3	0.13	0.559	3.2	0.08	0.256	3.1	0.09	0.279
Use of shared distribution or third party logistics for transportation	4.4	0.14	0.616	2.6	0.03		2.6	0.03	
Use of third party Ecommerce platforms	4.1	-0.1	-0.369	2.9	-0		2.9	-0	
Use digital platforms for meetings	3.9	0.12	0.468	3.2	0.08	0.256	3.1	0.08	0.248
Self involvement to reduce labour	3.6	0.02		2.9	0.18	0.522	3	0.18	0.54
Use Hub and spoke method for distribution	3.6	0.16	0.576	3.3	0.02		3.3	0.02	
Reduce floor area	3.5	0.04		3.5	0.16	0.56	3.1	0.16	0.496
Sharing of idle resources	3.4	-0.1	-0.476	3.4	0.18	0.612	2.8	0.18	0.504
Increase direct selling	3.3	-0.1	-0.297	3.3	0.1	0.33	3.3	0.1	0.33
Use Electric vehicle for transportation	3.2	-0.1	-0.256	3.2	0.02		3.2	0.02	
Develop efficient trade partners to support digital marketing	3.2	0.02		3.1	0.02		3.1	0.02	
Use social media and digital marketing	2.9	0.11	0.319	2.6	-0.1	-0.286	2.9	-0.1	-0.319
Shift to solar lighting to reduce dependency on Fossil fuel based generator	2.7	0.14	0.378	2.4	-0.1	-0.336	2.4	-0.1	-0.336
Redefining products matching to demand	2.5	0.02		2.9	0.11	0.319	2.9	0.11	0.319

Use ERP (enterprise Resource planning)software to coordinate information and work	2.6	0.03		2.6	0.03		2.6	0.03	
Increase automation in process	2.6	0.09	0.234	2.6	0.09		2.6	0.09	
Total			3.652			3.533			3.261

Table 13: Regression coefficients shows that the firms opt itself to cost reduction strategies

Area of effect	Service & consultancies			Logistics		
	Mean	Beta	PA	Mean	Beta	PA
Business performance	3.2	1.15	1.15	3.1	0.89	0.89
Sharing of vehicle in input level	3.6	0.13	0.468	3.2	0.15	0.48
Use of shared distribution or third party logistics for transportation	3.3	0.14	0.462	2.6	0.15	0.39
Use of third party Ecommerce platforms	2.8	-0.1	-0.252	2.9	-0.1	-0.29
Use digital platforms for meetings	3.1	0.12	0.372	3.2	0.08	0.256
Self involvement to reduce labour	3.6	0.02		2.9	0.15	0.435
Use Hub and spoke method for distribution	3.2	0.16	0.512	3.3	0.19	0.627
Reduce floor area	3.5	0.04		3.5	0.13	0.455
Sharing of idle resources	3.1	-0.1	-0.434	3.4	0.18	0.612
Increase direct selling	3.1	-0.1	-0.279	3.3	0.1	0.33
Use Electric vehicle for transportation	3.4	-0.1	-0.272	3.2	0.02	
Develop efficient trade partners to support digital marketing	3.2	0.02		3.1	0.02	
Use social media and digital marketing	2.1	0.11	0.231	2.6	-0.1	-0.286
Shift to solar lighting to reduce dependency on Fossil fuel based generator	2.8	0.14	0.392	2.4	-0.1	-0.336
Redefining products matching to demand	2.5	0.02		2.9	0.11	0.319

Use ERP (enterprise Resource planning) software to coordinate information and work	2.6	0.03		2.6	0.03	
Increase automation in process	2.4	0.09	0.216	2.6	0.09	
Total			2.566			3.882

The regression coefficients shows that the firms opt itself to cost reduction strategies and new opportunities for survival. Though the industry are different, the variables that contribute to the variation in business performance is similar. Other variables have higher mean, but the regression coefficient is not statistically significant. Sharing idle resources for income or to reduce cost seemed to be higher importance. Material inward , Material outward, Labour availability constrain, Increase in pay are the factors that affect firms. Predicted average is used to estimate the effect of resource bootstrapping strategies and it is found that Logistics industry has the highest predicted mean followed by retail industry. The least value is for service and consultancy.

4. Conclusion

Micro and small enterprises are facing the constrain of smallness and resource insufficiency due to low investment. Hence, they are vulnerable to the negative economic changes and market fluctuations. Demonetization and COVID 19 affected the performance of small enterprises and the increase in fuel price affected adversely further. The paper analysed how the firms are affected by these factors. The effect is measured using a structured questionnaire and ranking based on mean is taken. In resource bootstrapping strategies, the mean is high for sharing carriage in and out, use of third party logistics. In the new context, all firms look for cost effective methods in which digital platforms for payments, promotion and marketing. It reduces time, and travel. Due to the economic slowdown, the firms faced prolonged trading cycle, demand in rural areas, and demand for essential products have negative effects in the post covid period while employee consistency, digital payments and online trade platforms have positive effect. The regression models for all industries are statistically significant. The models shows that the strategies contribute to the business performance variance include, sharing resources, use digital platforms and cost reduction strategies. But the resource bootstrapping strategies vary with industry The results shows factors affect the business performance and their influence conform to the literature review findings. The post COVID

performance of the micro and small enterprises face increase in cost, especially transportation cost and fall in demand. Digital media and social media marketing can reduce cost upto a certain extent.

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