

REVIEWER'S REPORT

Manuscript No.: IJAR-58705

Title: The evolving role of strategic planning, swot analysis and technology in business resilience

Recommendation:

Accept as it is

Accept after minor revision.....

Accept after major revision

Do not accept (*Reasons below*)

Rating	Excel.	Good	Fair	Poor
Originality		✓		
Techn. Quality			✓	
Clarity		✓		
Significance		✓		

Reviewer's ID: JPR-002

Detailed Reviewer's Report

The manuscript provides a relevant and timely conceptual discussion on the role of strategic planning, SWOT analysis, continuous improvement, risk management, technology integration, and corporate social responsibility in strengthening entrepreneurial and organizational resilience. The topic is significant, particularly in the context of dynamic and uncertain business environments, and the manuscript makes a useful attempt to integrate several related dimensions of organizational resilience. The introduction establishes the importance of planning and identifies knowledge gaps concerning the long-term impact of advanced technologies, organizational culture, and the specific challenges faced by SMEs. However, the manuscript would benefit from a more clearly articulated research problem, sharper research objectives, and a stronger statement of its original contribution. The literature review covers SWOT analysis, strategic planning, continuous improvement, risk management, technology, Industry 5.0, AI, IoT, and CSR, but the discussion is sometimes repetitive and descriptive rather than critically analytical; therefore, the authors should synthesize the literature more systematically and demonstrate clearer theoretical relationships among the major concepts. The methodology is appropriately identified as qualitative, exploratory, conceptual, and literature-based, with thematic synthesis used to identify patterns and themes across secondary sources. Nevertheless, the methodological rigor needs improvement because the manuscript does not provide sufficient details regarding the databases searched, precise search strategy, number of studies initially identified and finally included, screening procedure, quality

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assessment of sources, and systematic criteria for thematic coding. The inclusion of academic articles alongside books, reports, blogs, and other online publications should also be justified more carefully in terms of source credibility and scholarly reliability.

Since the study does not use primary data, the findings should be presented explicitly as conclusions derived from literature synthesis rather than as empirically validated relationships; the manuscript itself acknowledges that reliance on secondary data limits empirical validation and that findings may vary across industries, regions, and organizational sizes. The findings provide useful observations concerning the value of SWOT analysis, continuous improvement, contingency planning, risk management, technology integration, and CSR, but several sections mainly summarize previous studies rather than developing a distinctive analytical framework. The authors should strengthen the manuscript by developing a clear conceptual model showing how these factors interact to contribute to organizational resilience and sustainable entrepreneurial performance. The discussion of technology integration is relevant and appropriately recognizes the potential contribution of AI, IoT, and digital technologies to real-time visibility, predictive analytics, decision-making, and resilience; however, the manuscript should distinguish more clearly between established evidence and anticipated benefits, particularly where the literature does not provide direct empirical validation. The manuscript also makes useful policy and managerial recommendations, especially for SMEs operating under resource constraints, but these recommendations should be more directly connected to specific findings from the reviewed literature.

The conclusion effectively summarizes the central argument that planning, SWOT analysis, continuous improvement, risk management, technology integration, and CSR can collectively contribute to organizational resilience, while also identifying future research needs concerning technology, organizational culture, and SMEs. However, the manuscript requires substantial language editing because there are noticeable grammatical errors, inconsistent terminology, spacing problems, incomplete phrases, typographical errors, and awkward sentence constructions throughout the text. The reference list should also be carefully checked for consistency, completeness, publication details, and appropriate academic quality, particularly where blogs and non-peer-reviewed sources are used. Overall, the manuscript addresses a worthwhile subject and has good potential as a conceptual/literature-based contribution, but its originality, methodological transparency, critical synthesis, conceptual integration, and academic presentation should be strengthened considerably. I recommend Major Revision before publication, with particular emphasis on developing a stronger research gap and conceptual framework, improving the literature-review methodology, reducing repetition, strengthening critical analysis, clearly distinguishing

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evidence from interpretation, improving source quality, and undertaking comprehensive language and reference editing.