

Identification and Evaluation of Factors Influencing Resilient Economy in Businesses based on Meta-Synthesis Method and Cognitive Mapping

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ABSTRACT

The complexities governing a country's economy and increasing external pressures demand changes in the country's economic policies to not only withstand external pressures but also foster the growth and development of the nation. The aim of this research is to identify and investigate the factors influencing business development based on a resilient economy using the fuzzy cognitive map approach. The study utilizes the meta-synthesis method for identifying factors affecting business development in a resilient economy and employs the cognitive map method to examine the relationship among the identified factors. This research systematically reviews texts and selects 43 research titles for examination within the period of 2013-2024. Following text extraction and analysis, key codes are extracted and clustered using Atlas.ti software, organized into concepts and components. Ultimately, 14 themes, 49 concept categories, and 290 distinct codes are extracted and classified. Additionally, the quantitative section of the research investigates the relationship among the identified factors. The research population in the quantitative section consists of 18 experts in resilient economics. The sample is non-probabilistic and selected using the snowball sampling method. Semi-structured interviews are used for data collection, and FCMapper and Pajek software are employed for quantitative analysis of the results. The findings reveal that economic factors had the highest impact with a magnitude of 3.733, while cognitive population factors had the highest susceptibility with a value of 3.058. In terms of centrality, economic factors with a value of 4.523 exhibit the highest centrality.

KEYWORDS: Resilient Economy, Business, Meta-synthesis, Fuzzy Cognitive Map

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1. Introduction

Businesses are considered the backbone of a society's economy as they contribute to employment, production, exports, poverty reduction, economic empowerment, and economic development (Hadavand et al., 2022). Additionally, one of the concerns of societies is economic development, which entails improving the welfare levels and livelihoods of individuals in different communities (Ginting et al., 2019). Economic growth and development are key goals for any country, organization, or business (McKinley, 2023). Increased production and economic growth lead to the creation of more and better opportunities for economic prosperity and entry into new and emerging sectors (Sarkodie & Strezov, 2019). Examining a country's internal economic environment reveals the existence of vulnerabilities rooted in fundamental economic issues, whose impact in public, social, commercial, and household domains can create avenues for adversaries to introduce challenges into the country's economic space and reduce economic growth (Fallah et al., 2022). Thus, an economy that should serve as the foundation for a country's development and progress has become a sickness that needs to be addressed first (Shiyuti et al., 2021). Modest economic growth, economic dependence on oil revenues, unequal distribution of economic benefits, technological gap with advanced nations, limited economic competitiveness, resource and environmental degradation, and widespread unemployment are among the fundamental issues in Iran's economy (Fallah et al., 2022).

The economic performance of the country in the past has made the Iranian economy not only vulnerable to common economic challenges but also to external factors such as sanctions (Hadavand et al., 2022). This situation underscores the lack of a comprehensive system and a unified model in the economic domain (Azarli & Kohyari Haghightat, 2021). A model is needed that can not only manage and minimize challenges like economic sanctions but also leverage such challenges as opportunities to accelerate the country's economic progress and growth (Ahmaadzadeh Shahroudi et al., 2022). One of the strategies to tackle these challenges is a resilient economy (Ehsani et al., 2021), which aims for sustainable development interactively, emphasizing internal strengths, utilizing external opportunities, and safeguarding the country (Esmaeili, 2021).

Based on the general policies of a resilient economy, following this model not only helps overcome economic challenges and defeat enemies in economic warfare but also enables the country to achieve the goals of the 20-Year Vision document (Asadi et al., 2018). In general terms, the importance and necessity of employing a resilient economy in various sectors, especially businesses, arise from the existing threats facing the country such as economic sanctions, economic shocks due to global economic crises, and the need to focus on the actual and potential capacities of the country to ensure its security (Alipour & Enayati, 2021).

Therefore, the general policies of a resilient economy aim to ensure dynamic growth, improve economic resilience indicators, and achieve the goals of the 20-Year Vision document through a jihadi, flexible, opportunity-creating, generative, internal, pioneering, and outward-looking approach, as decreed by the Supreme Leader on 17 February 2014 (Monazam Ghale Jughhi et al., 2023). On the other hand, in recent years, the spread of the COVID-19 pandemic has created numerous challenges and problems for businesses, leading many companies to lose ground to competitors due to lack of readiness and instability in the face of shocks (Hamoni, 2023). Given the importance of this issue and the challenges facing companies, this research aims to systematically identify the factors influencing business development based on a resilient economy through an integrative literature review and subsequently assess the relationships among the identified factors.

2. Theoretical literature

Resilient Economy

The concept of a resilient economy emerged in the discourse of leaders and decision-makers in the Islamic Republic of Iran about a decade ago (Aghajani Golsefid et al., 2022). The notion of a resilient economy was first introduced in Iran during a meeting of entrepreneurs with the Supreme Leader on September 7, 2010 (Sanaeepour, 2020). They introduced "resilient economy" as a definition and concept of entrepreneurship and highlighted two reasons for the country's fundamental need for business development and entrepreneurship: "economic pressures from enemies" and "the country's readiness for a leap" (Maleki et al., 2020). Iran's economic approach under the banner of "resilient economy" is often seen as a contrast to a Western-dominated economy (Seif et al., 2020). The foundation of a resilient economy is based on resilience-building, restructuring of outdated and inefficient structures, laws, and institutions in the existing economy. By formulating a practical and specialized strategy and redefining the philosophy of the existence of institutions and laws, it aims to eliminate barriers to growth and development, eradicate duplication, and somewhat trim down economic structures to create a more agile and intelligent framework to tackle challenges (Fard et al., 2021). In fact, the development of businesses as a key and influential factor in resilient economy must be emphasized (Azarli & Kohyari Haghghat, 2021). Ultimately, the main goal is to shape actions related to resilient economy for businesses, growth, and development on national, regional, and global scales (Arshadi et al., 2021).

To achieve such an economy, a long-term view on economic policies must exist, and economic infrastructures should be designed in a way that strengthens the overall economic framework against various adversities (Fallah et al., 2022). Furthermore, given the current economic conditions of the country and imposed international sanctions, specific policies, sometimes divergent from normal conditions, need to be adopted (Hekmatpour et al., 2021). Resilient

economy entails identifying areas of pressure, striving to control and neutralize them, transforming these pressures into opportunities. Additionally, reducing external dependencies, focusing on domestic production, and striving for self-sufficiency are emphasized to achieve a resilient economy (Ghavi Del et al., 2019).

Sustainable Business Development

The World Commission on Environment and Development defines sustainable business as meeting current needs without compromising the ability of future generations to meet their own needs (Oudah et al., 2018).

Sustainable business entails the ability to maintain or enhance performance in the long term and ensure the continued satisfaction of stakeholders over time. It is a crucial and key component for embedding in company strategies to align operations for long-term success in competitive markets. Most definitions of sustainable business focus on industrial settings and organizational and market environments that influence the effectiveness and legitimacy of sustainable actions, making sustainable business definable by the pursuit and achievement of success in the organization within an external environment. Furthermore, sustainable business is defined as a state where the direct and indirect needs of the business stakeholders are met without compromising the business's ability to meet the needs of future shareholders (Caputo et al., 2017).

Systematic Review

A systematic review is a type of qualitative research method used to investigate phenomena and identify concepts based on research literature. This method is particularly useful when the research literature on the study phenomenon is rich. In such conditions, with a systematic approach, sub-themes of the study phenomenon can be identified, classified, and summarized. Due to information overload, poor studies, existing contradictions in study results, loss of time and resources, and identification of research needs, studying through a systematic review is essential. The main characteristics of a systematic review include high reliability, meaning repeatability, being conducted in multiple stages, initially being broad and highly sensitive, and becoming specific in later stages. This method of study is a powerful tool for comprehensive study and analysis of organized studies to address research questions (Habibi, 2022).

Entrepreneurship Development

Entrepreneurship is a relatively new and expanding concept compared to disciplines such as economics, management, sociology, psychology, and other related subjects, with a very short history (Khajouei Nasab Karani, 2018). Entrepreneurship is considered a strategic phenomenon that serves as a guiding force for management evolution. Influential factors on entrepreneurship development can be analyzed from various perspectives, with the central role of the government in formulating and implementing development policies and programs in Iran, and the necessity of

rapid growth and alignment with ongoing technological changes and advancements and their crucial use in entrepreneurship development being of paramount importance (Fallah Haghghi et al., 2017). However, the literature on entrepreneurship development is divided into three groups: studies on the impact of individual factors on entrepreneurial success, studies on the impact of environmental factors on entrepreneurial success and performance, and studies on the impact of individual and environmental factors on entrepreneurship development (Kordheydari et al., 2019).

Research Background

Ranjbar Fallah & Fatahi (2024) conducted a study titled "Strategies for Investment Development in Start-up Businesses towards Achieving Resilient Economy and Economic Defense." The model derived from this research indicates that the main issue common to start-up businesses and resilient economy is a tendency towards knowledge-based economy. Among the key factors in this process are the mental components of business owners, introspection, value-driven pattern, risk-taking, and teamwork; environmental factors including government, media, universities, and social environment; intermediary or background factors including networking, culture, governance institutions, human capital, educational system, and social capital; strategies and actions including financial provision, management consultancy, accelerators, entrepreneurial intention, and productivity, leading to the creation of economic and defense values as well as increased economic resilience.

Kitsos et al. (2023) conducted a study titled "Industrial Embedding and Regional Economic Resilience in Europe." This study examines the role of industrial embedding on regional resilience (difference in employment before and after the 2008 recession) following the major recession of 2008 in the European Union and the United Kingdom. This study uses regional input-output tables to approximate the embedding of local economies and employs fixed effects and quantitative regressions to test its relationship with regional resilience between 2008 and 2011. The results show that during the economic recession period, regional industries preferred to alter inputs compared to production markets. Furthermore, embedding has a curvilinear relationship with regional resilience that varies in the distribution of regional resilience performance. Ultimately, at the industry level, regional embedding is crucial for the resilience of production and important financial and commercial services, while partial embedding is deemed more important for the resilience of constructions and wholesale, retail, and information technology.

Beygi et al. (2023) conducted a study under the title "Designing a Corporate Governance Model for State Companies within the Framework of General Policies of Economic Resilience" using a mixed method approach. The research findings suggest that a corporate governance model based on general policies of economic resilience should be designed based on four characteristics: "adaptability," "participatory justice," "anti-corruption and health," and "jihadist management."

Following theoretical analysis and interviews conducted, 103 concepts were identified towards the realization of these characteristics in the form of 22 subthemes.

Monazam Ghale Jughri et al. (2023) conducted a study aiming to analyze the strategic discourse of economic resilience with an emphasis on the role of novel social networks. The research findings demonstrate that an appropriate strategy for the discourse of economic resilience using social networks should focus on optimally utilizing existing opportunities to strengthen strengths as much as possible and minimize internal weaknesses. Moreover, elucidating the dimensions of economic resilience and its discourse especially in academic, educational, and media environments and transforming it into a pervasive and prevalent national discourse is the best solution in operationalizing this goal.

Hadavand et al. (2022) conducted a study aiming to design a model for the development of small and medium-sized businesses with a focus on the role of economic resilience in Lorestan Province, utilizing a structured qualitative research method. The findings indicate that the main factor leading to the development of small and medium-sized businesses in Lorestan Province is the adoption of a resilient development plan. Key factors in this process include accessibility and planning conditions; background factors such as improving the business environment; intervening factors including obstacles and strategic factors also involve the utilization of economic resilience components.

Arshadi et al (2021) conducted a study titled "Meta-analysis of studies on the economics of resilience in Iran: identifying factors influencing internal organizational strength against shocks." This research identified factors and obstacles, introducing their subcomponents as observable variables at three time points – pre-implementation, mid-implementation, and post-implementation – to assess organizational resilience against shocks.

Kitsos et al. (2021) carried out a study titled "Determining Factors of Business Resilience and Stability during the COVID-19 Outbreak in the Kodongan Village, Badung Region." This study utilizes descriptive analysis and structural equation modeling. The analysis results indicate that 1) economic capital, human capital, and social capital have a significant positive impact on the resilience of seafood cooking businesses in the Kodongan Village. 2) Economic capital and human capital positively impact the stability of seafood cooking businesses in the Kodongan Village, while social capital does not have a significant influence on business stability. 3) Human capital and social capital indirectly affect business stability through business flexibility, whereas economic capital does not have an indirect impact on the stability of seafood cooking businesses in the Kodongan Village.

Dana (2020) conducted a study titled "Localizing the Economy as a Resilient Response: Contributing to the Discourse of 'Resilient Economy' in the Occupied Palestinian Territories." This article aims to strengthen the understanding of a resilient economy, considering the interplay between economy, politics, and society in a context marked by the interactions of

colonial suppression and neoliberalism. Ultimately, the article critically engages in a discussion regarding the centrality of agricultural activities in the resilient economy.

Wang et al (2019) conducted a study titled "Digital Nomadism and Market Economy: Resilience and Adaptation." This article combines literature on the complex role of technology in market economies throughout history to create a research framework for studying the empirical experiences of digital nomadism and market economy. The results indicate the emergence of five trends in the field of digital nomadism in the market economy: creative participatory consumption, work-centric and self-discipline, reimagination, inter-jurisdictional exploration, and unlawful allegiance.

Afkandeh (2016) conducted a study titled "Stock Market Development: Paving the Way for Achieving a Resilient Economy." This descriptive-correlational study aimed to examine the impact of increasing financial circulation in the stock market on the disappearance of Iran's market-oriented economy, leading to the formation of a resilient economy. Statistical data from the World Bank and the International Monetary Fund for the years 2006 and 2009 were used as the sample statistics. The results indicate that increasing financial circulation in the Iranian stock market emphasizes the vital role of the private sector in expanding the country's economic opportunities and provides a basis for achieving a resilient economy through increased domestic production.

3. Research Methodology

This research is of a mixed nature (qualitative-quantitative) and applied in terms of its objective. The current study aims to investigate the factors influencing the development of businesses based on cognitive fuzzy economic resilience map by examining articles in the relevant field.

The population of this research in the qualitative section includes reputable articles from the years 2013 to 2024. The method employed in this research is meta-synthesis. Meta-synthesis is a qualitative study method where researchers create a systemic approach to existing information and findings extracted from other studies, aiming to uncover new and fundamental themes and insights. Therefore, meta-synthesis is an exploratory research method for creating and extracting a common reference framework for the results of past research, enhancing current knowledge, and providing a comprehensive and extensive view on issues. In this research, the seven-step method by Sandelowski & Barroso (2007) is used for conducting meta-synthesis, as this method has been the most commonly used meta-synthesis approach in academic research in recent years. The stages of this method are illustrated in Figure1(Sandelowski & Barroso, 2007).

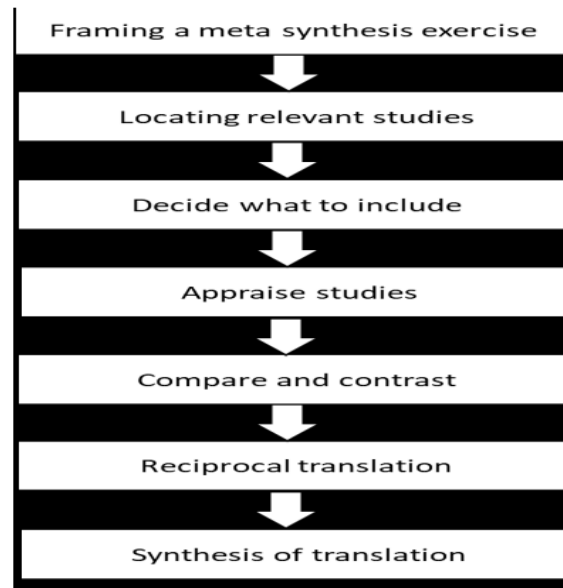


Figure 1. Seven -step method of Sandelowski and Barroso (2007)

In the quantitative section, the population of the current research consists of all university professors in the field of economics specializing in economic resilience who have conducted research, with 16 experts participating in this study. It is worth mentioning that the non-probabilistic sampling method was used with a snowball sampling technique, and semi-structured interviews were conducted to collect data. In this study, the indicators were extracted from the synthesized data and the cognitive fuzzy mapping method, utilizing Fc mapper, Pajek, and Excel software.

Cognitive Mapping

Cognitive mapping, also known as causal modeling, was introduced by Robert Axelrod in 1976 in the field of political science. Kosko first utilized fuzzy tools in 1986 to draw these models and introduced Fuzzy Cognitive Maps (FCMs) for the first time. Fuzzy cognitive maps are hybrid methods that lie between fuzzy systems and neural networks, expressing knowledge in a comparative manner from symbolic states and related conditions such as processes, policies, and events. The figure below illustrates an example of a fuzzy cognitive map.

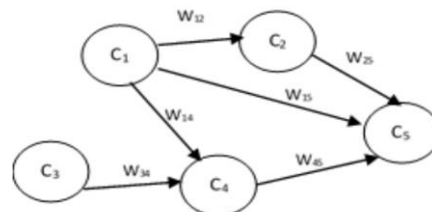


Figure2. An Example of a Fuzzy Cognitive Map

The relationships between conceptual variables, C_i and C_j , can be of three different types: positive, negative, or neutral. The value of W_{ij} indicates how much the conceptual variable C_i influences the conceptual variable C_j . Therefore, the presence of a positive (negative) causal relationship between two concepts C_i and C_j means that an increase in the activation level of concept C_i leads to an increase (decrease) in C_j , and likewise, a decrease in concept C_i results in a decrease (increase) in C_j . According to graph theory, cognitive maps can be transformed into adjacency matrices in the form of $W = [w_{ij}]$, where the variables C_i are on the vertical axis and C_j on the horizontal axis forming a square matrix. When a connection between two variables exists, its value in the square matrix is encoded between 1 and -1. Additionally, this method calculates the power of influence, capacity of susceptibility, and the centrality of each indicator using graph theory. The effective power is the sum of the absolute values in a row of a variable in the adjacency matrix, where N is the total number of variables; the effective power is calculated from Equation 1.

$$\text{Equation 1} \quad \text{out}(C_i) = \sum_{K=1}^N W_{iK}$$

The susceptibility capacity is the sum of the absolute values in a column of a variable. This indicates the cumulative strength of variables entering the variable. The susceptibility capacity is obtained from Equation 2.

$$\text{Equation 2} \quad \text{In}(C_i) = \sum_{K=1}^N W_{Ki}$$

Where in $\text{In}(C_i)$, the number of incoming edges to node C_i and in $\text{out}(C_i)$, the number of outgoing edges from node C_i , the centrality index is obtained from Equation 3.

$$\text{Equation 3} \quad \text{In}(C_i) + \text{out}(C_i) = \text{in Imp}$$

Measuring the centrality value of a central node indicates the importance of the node or concept in an FCM.

After drawing the constructed cognitive map and encoding the adjacency matrix, the model is executed to observe where the system will converge. If this occurs, it signifies determining the stable state of the system. These calculations are done using an automatic neural network method.

$$\text{Equation 4} \quad A_i^t = f(\sum_{j=1}^n A_j^{t-1} \cdot w_{ji} + A_i^{t-1})$$

Equation 4 calculates the value of a conceptual variable (A_i) for each conceptual variable. A_i^t obtains the value of the conceptual variable C_i at time t . A_i^{t-1} gives the value of C_j at time $(t-1)$, w_{ji} is the susceptibility value of C_i from conceptual variable C_j , which takes values in the range of $||0, 1||$. Equation 5 shows the threshold function (f) which is most utilized in fuzzy cognitive maps. This non-linear transformation allows for better understanding and displaying the

activation levels of variables, as well as providing a qualitative comparison between the causes and effects of variables.

Equation 5
$$f(x) = \frac{1}{1+e^{-x}}$$

Furthermore, fuzzy cognitive mapping provides the possibility of analysis based on "if, then..." and allows anyone to have their thoughts and feelings in a visual representation of some parts of the world and predict the results. Fuzzy cognitive maps are methods for modeling complex systems based on fuzzy logic and neural networks. In this system, reaching convergence to a point and also reaching equilibrium is possible. The value of utilizing fuzzy cognitive maps is well understood when managers can experiment with their strategic changes through it and observe the results of changes in concept patterns. Analyzing fuzzy cognitive maps and designing various scenarios provides managers and experts with the ability to answer the following questions: What are the various methods to achieve a specific goal? Which of the methods has the highest level of credibility regarding feasibility among experts?

Fuzzy Logic

In this study, a researcher-designed questionnaire was employed for data collection, aiming to gather respondents' opinions on the type of influence through verbal expressions of "positive, negative, and neutral," and on the intensity of influence through a five-point Likert scale. Following the completion of the questionnaires by decision-makers, linguistic variables (verbal expressions) were transformed into fuzzy numbers to perform impact intensity calculations. To this end, in the current research, a fuzzy spectrum was utilized for measuring the intensity of influence.

Table 1. Likert Five-Point Scale and Equivalent Fuzzy Numbers

Linguistic Variable	Very High	High	Medium	Low	Very Low
Fuzzy Numbers	(1, 1, 0.75)	(1, 0.75, 0.5)	(0.75, 0.5, 0.25)	(0.5, 0.25, 0)	(0.25, 0, 0)

In this stage, based on the frequency of responses, linguistic terms need to be converted into fuzzy numbers. The fuzzy averages for them should be calculated according to the following formula, where in this formula, n represents the number of respondents.

Equation 6:
$$A = (a_l^{(i)}, a_m^{(i)}, a_u^{(i)}) \quad i = 1, 2, \dots, n$$

Equation 7:
$$A_{avf} = \frac{\sum_{i=1}^n (a_l^{(i)}, a_m^{(i)}, a_u^{(i)})}{n}$$

The next stage is the defuzzification stage, where in this research, the fuzzy averaging method (Equation 8) has been employed for defuzzification.

Equation 8:
$$x_{max} = \frac{m_l + 2m_m + m_u}{4}$$

Visualization of Fuzzy Cognitive Map

The graphical representation of the final success matrix in the form of a fuzzy cognitive map illustrates a targeted fuzzy cognitive map for depicting key success factors. In the final display, each arrow connecting factors i and j carries a signed weight. This value signifies the direct or inverse strength of causality between the two factors and the value present in the final success matrix cell provided in row i and column j . To form the final matrix, two sessions were conducted with the participation of 16 experts and a focus group, each session lasting about 5 hours discussing the subject matter. In the second session, the importance of the relationships between factors was deliberated, and based on the majority opinion of the members, irrelevant connections between research factors were eliminated, and the direction of positive relationships was determined. The strength of relationships in the matrix, due to some being false and unreal, was reviewed with the help of experts to identify the true relationships. The final matrix indicates the degree of the relationship between each concept and another.

4.Findings

This research utilized the seven-step Sandelowski and Barroso qualitative method. After defining the questions, a systematic review based on appropriate keywords from reputable scientific journals and databases (SID, Google Scholar, Noormags, Civilica, Magiran) was conducted. Criteria for acceptance and rejection of articles were determined, leading to the selection of 43 articles from an initial pool of 190 for this study.

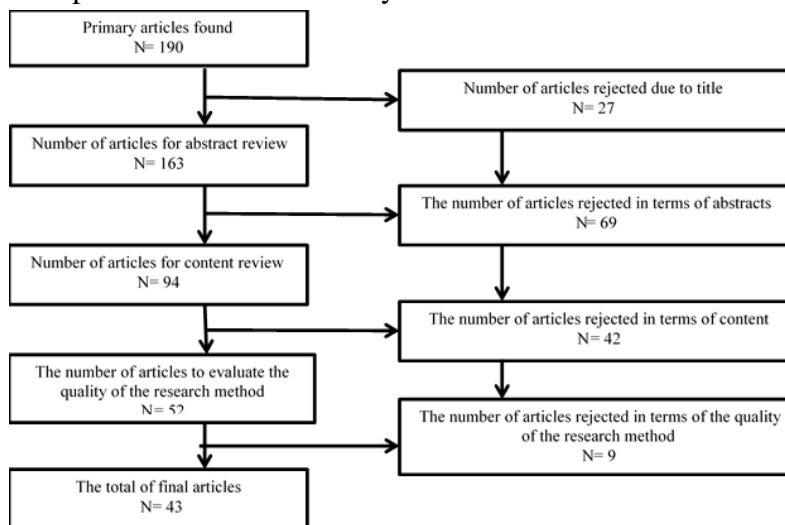


Figure 3. Diagram of the refining process of articles (source: findings of the current research)

In this stage of meta-synthesis, the information of each article is classified based on the author's first and last name, along with the year of publication, as well as the components identified in each article. The results obtained from this step are shown in the table below.

Table 2. Factors affecting the development of businesses based on resistance economy extracted from selected sources

Authors	Year	Identified Components
Feshari & Porghafar	2013	Support for domestic production, development of sustainable laws in support of the resilient economy, attention to elites, utilization of new technologies, stabilization of currency exchange rate fluctuations, increase in employment levels, stabilization of general price levels, enhancement of the private sector's share in the economy, consumption management, avoidance of extravagance, preference for domestic goods over foreign goods.
Abbasabad Arabi et al	2014	Enriching customers, interaction, mastery over changes and uncertainties, focus on skills.
Asadi	2014	Scientific management of business economics, crisis management, attention to sustainable national production, popularization of the economy, promotion of the culture of resilient economy.
Kamfirozee et al	2015	Cultural promotion, investment and expansion of domestic production, policies and planning, consumption of domestic products, quality, attention to non-oil economy, employment and entrepreneurship, combating economic corruptions and economic security.
Farahanifard & Ghaffari	2015	Growth of national production, consumption pattern reform, addressing economic problems, adherence to the implementation of the general policies of Article 44 of the Constitution, relying on internal and intrinsic forces, attention to sanctions, learning from successful historical experiences.
Mohseni Zonouzi & Sadeghvand	2017	Consumption pattern reform, reduction of dependency on oil income, people-centered economy, increase in domestic production and economic growth.
Khazaeil & Ranjbar Fallah	2017	Resource constraints, diversity of necessary technologies, pace of technological changes, investment security, stimulating demand for products of knowledge-based companies.
Garmrudisabet	2017	Attention to entrepreneurship, appropriate facilities, creativity, initiative, and innovation.
Lotfi et al	2018	Business environment improvement, entrepreneurship development, empowerment of industrial units and cultural factors.
Amiri & Barani Biranvand	2018	Good governance, economic growth, business environment, economic freedom, government expenditures, population growth, economic misery index, growth of gross fixed capital formation, foreign direct investment.
Keshtiarai et al	2018	Consumption pattern reform, reliance on domestic capacities, knowledge-centered approaches, anti-corruption measures, securing strategic items, self-sufficiency, people-centeredness.
Goli et al	2018	Customer interaction, quality improvement, competitiveness in production, expansion of production facilitation and export of goods, comprehensive support for exports, support for the domestic market.
Ghavi Del et al	2019	Productivity growth, food security, consumption pattern reform, knowledge-based transformation, export diversity, emphasis on self-sufficiency, inward focus, attention to sanctions and political conditions, domestic laws and regulations.
Agheli & Ezzati	2019	Justice-centeredness, internalization, environmental sustainability, food security,

Authors	Year	Identified Components
		economic power, outwardness, knowledge-based culture, populism, social capital.
Ahmadi Beni et al	2019	Dynamism in the national economy and improvement of macroeconomic indicators, resilience against threat factors, reliance on domestic capacities, Jihadist approach, people-centeredness, strategic item security, reducing dependence on oil, consumption pattern reform, anti-corruption and transparency, knowledge-centeredness.
Sadeghisharif et al	2019	Management stability, monetary stability, inflation rate, bank deposit interest rate, exchange rate.
Yousefi & Moosavi Nezhad	2019	Business conditions, lag or advancement in technical and technological production, production mobility and competitiveness, knowledge-based economic structure, productivity of production factors, market institution conditions, type of investment and company activities in monetary and financial institutions.
Maleki et al	2020	Existence of economic warfare and sanctions, motivation for economic resilience, establishment of economic war room, scientific and knowledgeable approach in all dimensions and stages of entrepreneurship, emphasis of the Supreme Leader, strengthening the national economy.
Sanaeepour	2020	Development of cultural and social norms for values-based entrepreneurship, improving the startup business environment, financial support for business startups, legal support for business startups, empowering innovative entrepreneurs.
Faizian & Ranjbarian	2020	Economic factors, political factors, social factors, coordination factors, supervisory and judicial institutions, cultural factors, administrative factors, managerial factors, and legal factors, regulations, and guidelines.
Seif et al	2020	Paying attention to foreign investment by creating incentives, developing free and special economic zones, economic diplomacy, employing and attracting elites, ensuring job security and capital, focusing on and supporting the private sector, institutional culture building, reforming cumbersome and parallel laws, empowering the private sector with subsidies and various incentives, formulating a roadmap by drawing on the experiences of other countries, tension reduction and building trust with the external environment, developing business infrastructure, focusing on exchange rate changes and inflation.
ranjbar fallah & fatahi	2020	Understanding needs, creating ideas, sharing ideas, securing investment, attracting customers, reforming administrative affairs, redefining plans in line with the resilient economy, economic policies, social perspective on the resilient economy, supporting domestic production, companies' self-reliance, export development.
Kiyanmehr et al	2020	Human resource productivity, leadership, cultural alignment, structural alignment, customer orientation.
Alipour & Enayati	2021	Supporting private sector investment, skill development through increased education, preventing import surges, preventing the spread of consumerism culture, moving towards mechanization, investment support, establishing industrial parks, developing knowledge-based companies, educational needs assessment.
Hekmatpour et al	2021	Supporting domestic production, sustainable employment, reducing dependency on oil and expanding non-oil exports, popularizing the economy, reducing vulnerability to internal and external threats, promoting the discourse of the resilient economy, producing products with a resilient economic approach, promoting a culture of double effort and double work.
Ghasemi & Rajai	2021	People's decision-making and will, public investment, public management of

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Authors	Year	Identified Components
Ramesheh		economic enterprises, ease of public presence, inclination towards private business, fairness in allocation and distribution among people.
Rastgar et al	2021	Individual factors, management factors, structural factors, technical factors, competitive factors.
Arshadi et al	2021	Cognitive and perceptual factors for aligning organizational forces, organizing organizational forces in sensitive positions, the ability to use organizational information and communication tools, organizational laws and regulations, decentralization and diversification in attracting organizational resources and capital, elite selection, attention to efficiency, succession planning in the organization, managerial stability, empowerment of active forces, organizational and inter-organizational justice, anti-corruption measures, appropriate use of incentives and punishments for forces, creating motivation among employees, building trust with customers, transparency and trust-building of statistics and information through online systems, storage and analysis of customer and employee statistics, appropriate updating of information systems, quality of services provided, harmonizing the performance of employees and preventing departmental silos, customer feedback, budgeting in line with organizational resilience, conducting activities based on planning, eliminating false tasks and needs of the organization, insuring assets and human resources, technical and technological renovation of infrastructure, repairing defective organizational infrastructure, reducing dependence on competitors and external sources for essential needs, constructive interaction with strategic suppliers, improving customer relations, reducing organizational bureaucracy, receiving feedback on economic activities and performance, creating a sense of security among employees
Azarli & Kohyari Haghghat	2021	Business factors (human resources, management, financial, informational, structural, cultural, organizational processes), external or competitive factors (market conditions, intelligence in relation to competitors, intelligence in procurement, political factors, legal factors, economic factors, social factors, technological factors, environmental factors, international intelligence).
Fard et al	2021	Environmental factors (facilitative laws, the role of government and institutions, information technology and communication infrastructure), digital entrepreneurship ecosystem (digital motivation, digital activities, digital organizations, digital stakeholders), organizational factors (organizational structure, capabilities, information flows, needs management), individual factors (entrepreneurial competencies, managerial competencies, relevant education, skills, abilities), resource configuration (resource identification and needs, resource alignment with needs, resource linkage with needs), product or service innovation strategy (user experience, value proposition of the product, market strategy, digital environment scanning, skills, innovation).
Ehsani et al	2021	Supporting national production, maximizing the use of time, resources, and facilities, reforming the country's economic system, privatization, reducing imports, minimizing government intervention in price and wages.
Musa Larnasrabadi & Hashemi Dizj	2022	Individual factors (spirit of endeavor, commitment, employee education levels), internal organizational factors (transparency, financial corruption, creativity, validation systems, digitization), external organizational factors (competitive environment, coordination among economic entities and markets, exchange rate stability in the country).
Hashemikhah & Afshani	2022	Quality and durability of goods, product innovation and initiative, customer satisfaction, societal persuasion regarding products, value proposition, attention to top-level documents.
Sheikhy Dehabady et al	2022	Endogeneity and exogeneity indices, production costs, human resource efficiency, value of produced goods.

Authors	Year	Identified Components
Fallah et al	2022	Empowering facilitators, capacity-building support, dynamic synergies, multiple resistance actions.
)Aghajani Golsefid et al.	2022	Product quality level, reliable communication channels, pricing importance, buyer experience, employed technology, word-of-mouth and environmental advertising, effective marketing techniques to persuade customers, economic laws and regulations, financial and economic corruption, business environment, import of similar items, international sanctions, culture building, branding, trust building, quality control and standardization, economic growth and prosperity, national pride.
Ahmaadzadeh Shahroudi et al	2022	Social justice strategies (creating solidarity between people and organizations or governments, combating rent-seeking, addressing poverty, integrity, supportive laws, economic transparency, trust building, removing production barriers), advancement goals (achieving justice, increasing fairness, sustainable economy, economic independence, economic growth, improving employee welfare, facilities (easy facilities for companies, production incentives).
Hadavand et al	2022	Access to resources and markets, intelligent planning, laws and policies, employee empowerment, financial support, infrastructure, legal support, information and communications, structural barriers, legal weaknesses, deployment of new technologies, implementation of resilient economic concepts, improving service and product quality, developing a culture of economic resilience.
Hasheminasab et al	2022	Export networking, government restructuring, land planning for export development capacities, formulating industrial development strategies, future-oriented based on economic complexity, establishing a science and technology observatory, targeted and intelligent emulation, human capital talent management.
Ghaffary Fard & Alamdar	2022	Foundational justice, knowledge-based economy, endogenous economy, exogenous economy, people-centric approach.
Monazam Ghale Jughhi et al	2023	Economic factors (low cost, easy membership, digital marketing), infrastructural (internet infrastructure existence, media literacy level of audience, knowledge and experience of activities), social (establishing easy communication with audience, high capacity of social networks), cultural (business demand capacity from officials in social networks, developing a culture of economic resilience, branding in social networks), legal factors (establishing stable laws supporting economic resilience, mechanisms for dealing with violations), security factors (establishing information security with economic resilience, companies' activity security in social networks), psychological factors (psychological readiness of businesses against sanctions, preventing spread of rumors in opposing networks, creating satisfaction, respect for values).
Beygi et al	2023	Adaptability, participation-centered justice, anti-corruption and administrative health, managerial jihad, complexity and diversification, stakeholder focus, information transparency, serving businesses and employees and customers.
ranjbar fallah & fatahi	2024	Trend towards knowledge-based economy, business owner mindset, internal focus, value-centric model, risk-taking and teamwork, environmental factors, networking, culture of economic resilience, human capital, educational system and social capital, financial provisioning, utilization of management consultancy, productivity.

At this stage of the research, the findings extracted from the previous studies will be considered as codes, and then by considering the meaning of each of these codes, they will be categorized

and systematically placed next to each other. In this way, the concepts of the research are determined. Table 3 lists the categorized factors.

Table 3. Factors Obtained in this Research

Categories	Concepts	Primary codes
Policies and Legal Factors	Top-Level Policies	Focusing on the implementation of the general policies of Principle 44 of the Constitution, economic policies, directives and emphases of the Supreme Leader, and attention to top-level documents; drafting sustainable laws to support a resilient economy; legal support for business startups; amending cumbersome and parallel laws; mechanisms for dealing with violations; internal laws and regulations; prohibition of imports of similar items.
	Legislation	drafting sustainable laws to support a resilient economy; legal support for business startups; amending cumbersome and parallel laws; mechanisms for dealing with violations; internal laws and regulations; prohibition of imports of similar items.
	Anti-Corruption Measures	Fighting economic corruption; anti-corruption efforts and administrative integrity; administrative reforms; combating rent-seeking behaviors.
	Focus on Non-Oil Economy	Emphasizing a non-oil economy; reducing reliance on oil revenues; expanding non-oil exports.
	Support for National Production and Domestic Capacities	Supporting national production; producing goods with a resilient economic approach; expanding domestic production; focusing on sustainable national production; competitiveness in manufacturing; facilitating production; supportive capacity building; self-sufficiency; reliance on domestic capacities; inward-looking approaches; removing production barriers and providing easy facilities for companies; production subsidies.
Cultural Factors	Cultural Aspects	Cultivation, organizational culture, prevention of consumerism culture development, promotion of culture of double effort and double work, strengthening national identity, targeted and intelligent emulation, value-oriented pattern.
	Consumer Behavior Reform	Pattern correction, consumption management, avoidance of extravagance, preference for domestic goods over foreign ones.
	Resilient Economy	Resilient economy culture, development and promotion of resilient economy culture, social perspective on resilient economy, discourse on resilient economy, implementation of resilient economy concepts, addressing economic challenges, jihadist approach, inclination towards knowledge-based economy.
Organizational Factors	Organizational Dynamics	Organizational processes, organizational structure, organizational capabilities, information flows, validation system, structural alignment, transparency implementation, digitization, leadership, organizational bureaucracy reduction, decentralization focus.
	Productivity	Productivity growth, optimal time utilization, skill development through education enhancement, human resource efficiency.
	Resources Allocation	Attention to resource constraints, focus on resources and facilities, resource and needs assessment, resource alignment with needs, resource linkage with needs.
	Workforce and Human Capital	Improvement of employee welfare, succession planning in the organization, empowerment of active forces, appropriate use of incentives and penalties for employees, motivation creation among employees, performance integration of employees, employee job security, meritocracy, service to business and employees, human resource insurance, attention to social

Categories	Concepts	Primary codes
		capital.
	Elite-Oriented Approach	Attention to elites, recruitment and attraction of elites, talent management in human capital.
	Planning Strategies	Policies and planning, redefining programs in line with resilient economy, intelligent planning, land development capacities, strategy formulation, implementation based on planning.
	Management Practices	Utilization of management consultation, jihadist management, needs management, determination of management competencies, management stability, organization of forces in sensitive positions, crisis control.
	Internal Organizational Processes	Transparency, effective use of organizational information and communication tools, adaptability, transparency and trust building through online statistics and information, storage and analysis of customer and employee statistics, appropriate updating of system information, prevention of siloed operations, elimination of false tasks and needs of the organization.
Business Environment Factors	Business Environment Enhancement	Business environment improvement, support for the domestic market, financial support for business startups, understanding needs, addressing backwardness.
	Innovation	Creativity, initiative, and innovation, product or service innovation strategy.
	Stakeholders Engagement	Stakeholder focus, constructive interaction with strategic suppliers.
	Market Dynamics	Market strategy, market institutional conditions.
	Foreign Business Factors	Environmental factors (facilitating laws, the role of government and institutions, information and communication technology infrastructure), legal and regulatory factors, political factors, social factors, coordination factors, supervisory and judicial institutions, administrative factors, coordination of institutions and economic markets, mastering changes and uncertainties, tension reduction, and building trust with the external environment.
Government Actions and Support	Initiatives and Support for Domestic Production	Prevention of import onslaught, empowering facilitators, dynamic synergies, multiple resistance actions, establishment of science and technology observatories, reducing vulnerability to internal and external threats.
	Government Policies	Reducing government intervention in price and wage determination, government reformation, government expenditures, good governance.
	Emphasis on the Private Sector	Enhancement of the private sector's share in the economy, attention and support for the private sector, empowerment of the private sector, support for private sector investment, privatization by the government, empowerment of industrial units.
	Industrial Development	Development of free trade and special economic zones, industrial development, development of knowledge-based companies, technical and technological development of production, establishment of industrial parks.
Economic Factors	International Factors and Economic Warfare	26- Formation of an economic war chamber, neutralizing sanctions, existence of economic warfare, international sanctions, international intelligence.
	Digital Economy and Ecosystem	Low cost, easy membership, digital marketing, digital environment scanning, digital motivation, digital activities, digital organization, digital players.
	Economic	Economic growth, dynamism in the country's economy and improvement of

Identification and Evaluation of Factors Influencing Resilient Economy in Businesses based on Meta-Synthesis Method and Cognitive Mapping

Categories	Concepts	Primary codes
	Indicators	macroeconomic indicators, economic power, reform of the country's economic system, sustainable economy, economic prosperity index, strengthening the national economy, budgeting in line with organizational economic resilience, feedback on economic activities and performance, economic complexity, inflation rate, exchange rate, currency fluctuations, bank interest rate, economic independence, economic freedom, economic transparency.
	Investment Strategies	Providing investment, foreign direct investment, investment diversification and involvement in financial institutions, attention to foreign investment by creating incentives, economic diplomacy, public investment, formation of gross fixed capital, appropriate facilities, financial support.
Company and Product-Related Factors	Brand Building	Brand identity on legal social networks, branding.
	Networking	Easy communication with audiences, high capacity social networks, networking, reputable communication channels, interaction.
	Customer-Centricity	Customer satisfaction, building trust, customer enrichment, customer interaction, customer acquisition, using efficient marketing techniques to persuade customers, customer service, improving customer relations.
	Advertising Strategies	Word-of-mouth and environmental advertising, societal persuasion regarding goods.
	Product Development	Importance of pricing, complexity and diversification, stimulating demand for knowledge-based companies' products, product value proposition, quality control and standardization, quality improvement.
	Exports	Export diversification, export development, networking and export expansion, facilitation and support for exports.
Entrepreneurship	Entrepreneurship Development	Entrepreneurship development, focus on entrepreneurship, scientific and knowledge-based approach in all dimensions and stages of entrepreneurship, development of cultural-social norms of value-based entrepreneurship, empowerment of innovative entrepreneurs, companies' self-reliance, scientific management of business economics.
	Employment	Employment and entrepreneurship, increasing the level of employment, sustainable employment.
	Educational Factors	Educational system, educational needs assessment.
Resilient Economic Characteristics	Economic Democratization	People-centered populism, people-centricity, people's decision-making and will, ease of public presence, creating harmony between people and organizations, motivation for economic resilience, democratic management of economic enterprises.
	Justice	Justice-centered, allocative and distributive justice among people, organizational and inter-organizational justice, social justice strategies, justice realization, sustainable economy, foundational justice, participation-centered justice.
	Utilization of Knowledge and Experience	Attention to successful historical experiences, knowledge-centeredness, roadmap formulation by drawing on the experiences of other countries, user experience.
	Security Measures	Establishing information security through resilient economy, security of companies' activities in social networks, ensuring job security, security of strategic items, food security, investment security, economic security, anti-corruption, and administrative health.
Technology and Infrastructure	Technology and	Utilization of new technologies and innovations, diversity of required technologies, speed of technological changes, movement towards

Categories	Concepts	Primary codes
	Innovation	mechanization, attention to technical factors, technical and technological renovation.
	Infrastructure Development	Existence of internet infrastructure, level of media literacy of audiences, knowledge and experience of activities, economic infrastructures, development of business infrastructures, restoration of faulty organizational infrastructures.
	Social Networking	Businesses' capacity to demand accountability from officials on social networks, prevention of spreading rumors on hostile networks.
Competitive Factors	Competitive Landscape	Competitive factors, intelligence towards competitors, intelligence in procurement, competitive space, reducing dependence on competitors and external sources for essential needs.
Personal Factors	Personal Factors in Business	Entrepreneurial competencies, skills and abilities, entrepreneurial spirit, commitment, study, cognitive and perceptual factors, for aligning organizational forces, business owner mindset, risk-taking and teamwork, initiative, idea generation, idea sharing.
Psychological Factors	Psychological Aspects of Business	Mental readiness of businesses against sanctions, creating satisfaction, respect for values, ability to resist threats.
Demographic Factors	Demographic Considerations	Population growth, education, income.

After identifying the influential factors on the resilient economy using the Meta-Synthesis method, we delve into examining the identified indicators by employing the Fuzzy Cognitive Map (FCM) method. To investigate the results, first, the variables affecting the development of businesses based on the resilient economy identified through the Meta-Synthesis method are listed in the table below, and a unique code is assigned to each for insertion into the initial matrix.

Table 4. Variables affecting business development based on resistance economy

Code	Variables
C1	Business environmental factors
C2	Cultural factors
C3	Organizational factors
C4	Policies and legal aspects
C5	Entrepreneurship
C6	Economic factors
C7	Personal factors
C8	Government actions and support
C9	Resilient economy features
C10	Technology and infrastructure
C11	Psychological factors
C12	Company and product-related factors
C13	Competitive factors
C14	Demographic factors

After identifying the variables, the causal model is designed.

Causal model design: Based on the process of creating a fuzzy cognitive map, considering the experts' responses regarding the score of each factor, the initial success matrix is formed. In this table, scores are assigned to questions on a 5-point Likert scale (ineffective, slightly effective, moderately effective, highly effective, very highly effective).

Table 5. Initial Success Matrix

Experts Variables	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
C1	5	5	4	4	3	5	5	4	3	4	3	3	5	4	4	3
C2	1	5	3	2	4	2	3	5	2	3	2	4	4	3	4	5
C3	4	4	4	4	5	4	5	3	5	5	4	3	3	2	5	5
C4	4	5	3	4	5	4	3	2	4	3	2	5	3	4	3	4
C5	5	4	4	4	5	3	5	5	5	3	3	4	3	4	5	5
C6	5	5	3	4	4	3	5	4	3	4	5	4	4	5	5	2
C7	2	2	2	3	3	2	3	3	1	2	2	3	3	2	2	2
C8	3	2	2	3	3	1	4	2	4	3	2	4	2	3	4	3
C9	5	4	5	5	4	4	4	4	5	5	5	4	4	3	5	5
C10	1	1	2	3	4	4	2	2	2	3	4	3	3	2	3	3
C11	2	1	3	4	5	1	5	2	4	5	3	3	2	2	3	3
C12	3	3	3	4	4	5	3	4	5	3	5	4	4	4	3	2
C13	4	3	3	4	5	2	4	3	4	5	4	5	5	3	3	3
C14	3	3	5	4	3	4	3	4	2	4	3	5	5	3	4	4

In the next step, this matrix needs to be converted into a fuzzy matrix. Each element in this matrix represents the degree of membership of each factor.

Table 6. Unscaled Success Matrix

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
C1	1.00	1.00	0.80	0.80	0.60	1.00	1.00	0.80	0.60	0.80	0.60	0.60	1.00	0.80	0.80	0.60
C2	0.20	1.00	0.60	0.40	0.80	0.40	0.60	1.00	0.40	0.60	0.40	0.80	0.80	0.60	0.80	1.00
C3	0.80	0.80	0.80	0.80	1.00	0.80	1.00	0.60	1.00	1.00	0.80	0.60	0.60	0.40	1.00	1.00
C4	0.80	1.00	0.60	0.80	1.00	0.80	0.60	0.40	0.80	0.60	0.40	1.00	0.60	0.80	0.60	0.80
C5	1.00	0.80	0.80	0.80	1.00	0.60	1.00	1.00	1.00	0.60	0.60	0.80	0.60	0.80	1.00	1.00
C6	1.00	1.00	0.60	0.80	0.80	0.60	1.00	0.80	0.60	0.80	1.00	0.80	0.80	1.00	1.00	0.40
C7	0.40	0.40	0.40	0.60	0.60	0.40	0.60	0.60	0.20	0.40	0.40	0.60	0.60	0.40	0.40	0.40
C8	0.60	0.40	0.40	0.60	0.60	0.20	0.80	0.40	0.80	0.60	0.40	0.80	0.40	0.60	0.80	0.60
C9	1.00	0.80	1.00	1.00	0.80	0.80	0.80	0.80	1.00	1.00	1.00	0.80	0.80	0.60	1.00	1.00
C10	0.20	0.20	0.40	0.60	0.80	0.80	0.40	0.40	0.40	0.60	0.80	0.60	0.60	0.40	0.60	0.60
C11	0.40	0.20	0.60	0.80	1.00	0.20	1.00	0.40	0.80	1.00	0.60	0.60	0.40	0.40	0.60	0.60
C12	0.60	0.60	0.60	0.80	0.80	1.00	0.60	0.80	1.00	0.60	1.00	0.80	0.80	0.80	0.60	0.40

C13	0.80	0.60	0.60	0.80	1.00	0.40	0.80	0.60	0.80	1.00	0.80	1.00	1.00	0.60	0.60	0.60
C14	0.60	0.60	1.00	0.80	0.60	0.80	0.60	0.80	0.40	0.80	0.60	1.00	1.00	0.60	0.80	0.80

Continuing the process, the matrix of relationship strengths is calculated. This matrix illustrates the relationship strength between each pair of factors.

Table 7. Relationship Strength Matrix

	C1	C2	C3	C4	C5	C6	C7	C8	C9	C10	C11	C12	C13	C14
C1		0.68	0.421	0.657	0.648	0.54	0.73	0.468	0.61	0.722	0.468	0.5	0.7	0.78
C2	0.537		0.44	0.884	0.69	0.7	0.69	0.588	0.71	0.469	0.58	0.6	0.699	0.532
C3	0.421	0.88		1	0.648	0.648	0.66	0.584	0.579	0.38	0.737	0.54	0.584	0.454
C4	0.422	0.88	1		0.648	0.56	0.66	0.584	0.579	0.38	0.737	0.54	0.558	0.454
C5	0.548	0.69	0.65	0.648		0.676	0.77	0.75	0.792	0.649	0.634	0.7	0.769	0.723
C6	0.667	0.6	0.77	0.56	0.676		0.68	0.81	0.741	0.792	0.547	0.547	0.737	0.755
C7	0.412	0.69	0.66	0.676	0.769	0.681		0.833	0.763	0.621	0.635	0.7	0.741	0.695
C8	0.477	0.59	0.58	0.584	0.75	0.81	0.83		0.69	0.731	0.533	0.65	0.686	0.676
C9	0.537	0.7	0.58	0.579	0.792	0.741	0.76	0.69		0.69	0.694	0.84	0.912	0.727
C10	0.625	0.5	0.38	0.38	0.649	0.792	0.62	0.731	0.69		0.366	0.718	0.658	0.778
C11	0.297	0.69	0.74	0.737	0.634	0.547	0.67	0.533	0.694	0.366		0.64	0.699	0.44
C12	0.519	0.6	0.54	0.542	0.7	0.704	0.7	0.653	0.843	0.718	0.639		0.894	0.745
C13	0.532	0.7	0.58	0.584	0.769	0.737	0.74	0.686	0.912	0.685	0.699	0.89		0.694
C14	0.551	0.53	0.45	0.454	0.723	0.755	0.7	0.767	0.763	0.778	0.44	0.75	0.694	

Following that, to form the final matrix, a focus group with the participation of 16 experts in resilient economy was convened. Based on their opinions, meaningless connections between research factors were removed, and the direction of the relationships was determined. The results of the analysis are presented in Table 8 and the fuzzy cognitive map is illustrated in Figure 4.

Table 8. Final Matrix

	C1	C2	C3	C4	C5	C6	C7	C8	C9	C10	C11	C12	C13	C14
C1		0.68												0.78
C2				0.88										
C3							0.66				0.737			
C4		0.88	1								0.737			
C5							0.77							
C6	0.7				0.676			0.81		0.792				0.755
C7			0.66					0.833						
C8														
C9												0.84	0.912	
C10						0.79								0.778
C11												0.64		

C12												0.894	0.745
C13				0.77				0.912			0.89		
C14								0.778					

Finally, the fuzzy cognitive map based on the final matrix results in the diagram below.

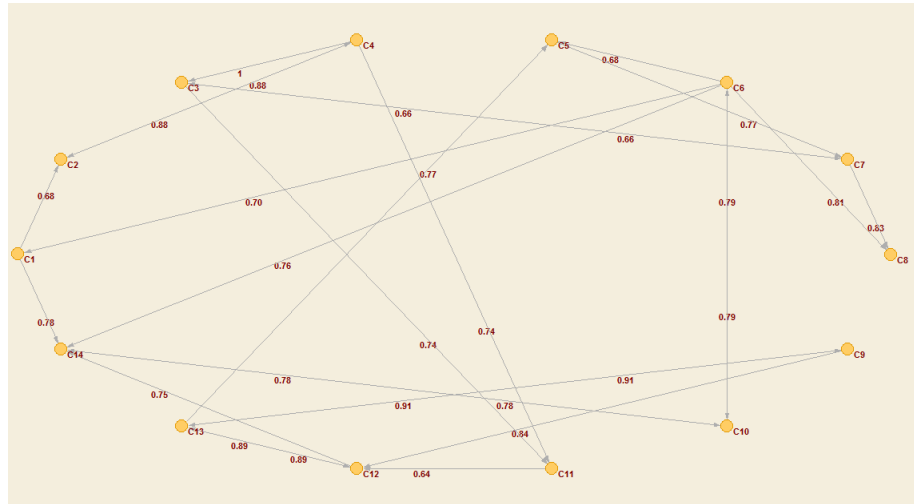


Figure 4. Fuzzy Cognitive Map Diagram

Based on the above diagram, the degree of influence, susceptibility, and centrality of concepts can be demonstrated. Influence is the total absolute value of the output relationships from a node, and susceptibility is the total absolute value of the input relationships to a node. The centrality of nodes is also defined based on the total influence and susceptibility of concepts (nodes). By dividing the degree of factors by the degree of economic factors (3.733) in the influence column, the values of relative influence are obtained, and by dividing the degree of factors by the degree of demographic factors (3.058) in the susceptibility column, the values of relative susceptibility are obtained (Table 9).

Table 9. Influence, Susceptibility, and Centrality of Concepts

Variables	Effect	Effectiveness	centrality	Effect ratio	Effectiveness ratio
Business environmental factors	1.460	0.700	2.160	0.391	0.229
Cultural factors	0.880	1.560	2.440	0.236	0.510
Organizational factors	1.397	1.660	3.057	0.374	0.543
Policies and legal aspects	2.617	0.880	3.497	0.701	0.288
Entrepreneurship	0.770	1.446	2.216	0.206	0.473
Economic factors	3.733	0.790	4.523	1.000	0.258
Personal factors	1.493	1.430	2.923	0.400	0.468
Government actions and support	0.000	1.643	1.643	0.000	0.537
Resilient economy features	1.752	0.912	2.664	0.469	0.298
Technology and infrastructure	1.568	1.570	3.138	0.420	0.513
Psychological factors	0.640	1.474	2.114	0.171	0.482

Company and product-related factors	1.639	2.370	4.009	0.439	0.775
Competitive factors	2.572	1.806	4.378	0.689	0.591
Demographic factors	0.778	3.058	3.836	0.208	1.000

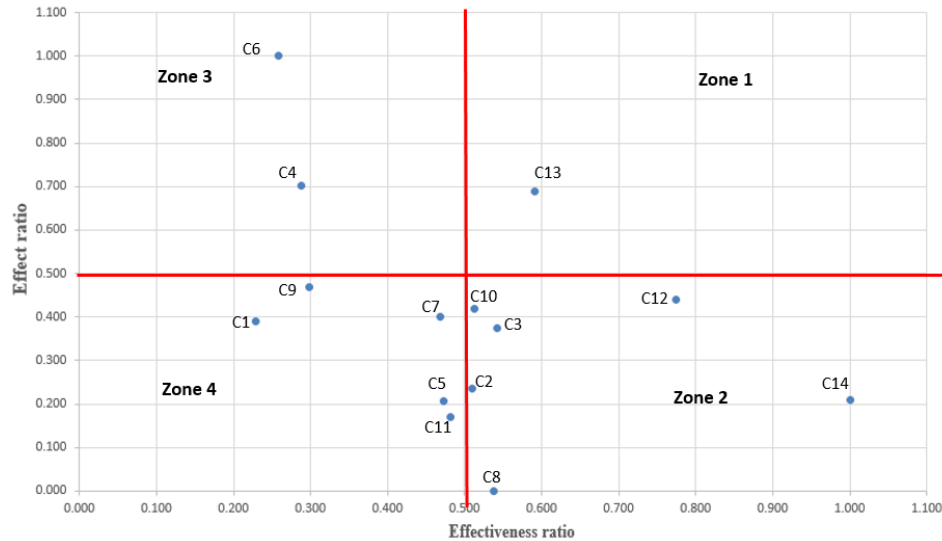


Figure 5. Effect ratio and effectiveness ratio of concepts

For a better understanding of the impact ratio of effectiveness and receptivity ratio, a diagram was formed and divided into four regions (Figure 5). The result obtained from this diagram is as follows:

Region One: The competitive factors index is located in the first region. These factors have a high level of receptivity and effectiveness in this region. Managing these factors can effectively develop businesses based on economic resilience.

Region Two: The factors in this area have low effectiveness but high receptivity. Cultural factors, organizational factors, government actions and support, technology and infrastructure, company and product-related factors, and cognitive population factors are present in this region. Managing these factors is challenging due to the multitude of causes.

Region Three: Factors with high effectiveness but low receptivity are present here. The importance of these factors lies in their significant impact on changes. Therefore, special attention should be paid to these factors. Political and legal factors as well as economic factors are located in this region.

Region Four: Business environmental factors, entrepreneurship, personal factors, resilient economy features, and psychological factors are present in this region, having both low effectiveness and receptivity. The importance of these factors in change management is relatively lower compared to others.

5. Discussion and Conclusion

This research is a mixed-method study aiming to investigate the factors influencing business development based on resilient economy using fuzzy cognitive mapping. In the qualitative phase of the research, considering the scattered nature of factors mentioned in the studies and multiple case studies conducted in this field, all the factors were first collected and categorized using the synthesis method and following the seven steps provided by Sandelowski and Barroso under similar headings as concepts and categories. After examining and summarizing the factors, a total of 14 concepts, 49 categories of concepts, and 290 distinct primary codes were identified and classified. In the quantitative phase of the research, the 14 identified factors from the qualitative phase were utilized. Subsequently, regarding the impact of each variable, a survey of 16 experts in the field of resilient economy was conducted, and their data were collected in the initial success matrix table. Next, the fuzzy success matrix was formed based on the Ali diagram. In the following step, using the power relationship matrix table, the relationship of each of the fourteen research factors with each other was demonstrated. To form the final matrix, a canonical group was formed with the presence of 16 members. In this stage, meaningless relationships among the research factors were eliminated by experts, and the direction of relationships was determined, resulting in the final matrix. In the last phase, the framework resulting from the fuzzy cognitive map based on the final matrix and the relationships between the factors along with their weights were depicted, showing the level of influence, susceptibility, and centrality of each factor. According to the results, economic factors (3.733) in the influence column had the highest influence, and cognitive population factors (3.058) in the susceptibility column had the greatest susceptibility. In terms of centrality, economic factors (4.523) showed the highest centrality degree, while entrepreneurship factors (1.643) showed the lowest centrality degree.

Furthermore, by dividing the degree of factors by the degree of economic factors (3.733) in the influence column, the influence ratios were obtained, and also by dividing the degree of other factors by the degree of cognitive population factors (3.058) in the susceptibility column, the susceptibility ratios were calculated.

Policy and Legal Factors: Policies and top-level strategies of a country have a significant impact on various aspects of the country, especially businesses (Farahanifard & Ghaffari, 2015; Ranjbar Fallah & Fatahi, 2020). One of the most important policies in Iran is reducing the country's reliance on oil and investing in manufacturing industries (Kamfirozee et al., 2015; Mohseni Zonouzi & Sadeghvand, 2017; Ahmadi Beni et al., 2019; Hekmatpour et al., 2021). Furthermore, based on the directives of the Supreme Leader, businesses should develop based on economic resilience (Maleki et al., 2020). Country laws are also factors that can significantly impact business development in any country (Feshari & Porghafar, 2013; Monazam Ghale Jughhi et al., 2023; Sanaeepour, 2020).

Cultural Factor: One of the requirements and foundations for business development in any country is cultural development in society and the business environment (Kamfirozee et al., 2015; Aghajani Golsefid et al., 2022; Kiyaneh et al., 2020). Culturalization within organizations and society (Seif et al., 2020) and correcting consumption patterns are crucial (Mohseni Zonouzi & Sadeghvand, 2017; Keshtiarai et al., 2018; Ghavi Del et al., 2019; Ahmadi Beni et al., 2019). Companies should be able to intelligently control consumption based on prevailing values and norms and engage in proper emulation (Hasheminasab et al., 2022).

Organizational Factors: Organizational factors are crucial for business development. As long as the organization values efficiency (Sheikhy Dehabady et al., 2022) and management engages in proper and intelligent planning (Hasheminasab et al., 2022; Ranjbar Fallah & Fatahi, 2024; Beygi et al., 2023), making the best use of limited resources (Khazaeil & Ranjbar Fallah, 2017; Hadavand et al., 2022), the company will be successful. Additionally, the organization must pay attention to human resources (Azarli & Kohyari Haghighat, 2021) as the primary capital of the company. Therefore, the company should strive for meritocracy, utilize elites in suitable positions, identify, nurture, and attract them to the organization (Arshadi et al., 2021; Feshari & Porghafar, 2013; Seif et al., 2020).

Business Environmental Factors: If the environmental conditions for company operations are favorable, the company can better contemplate development. For example, if conditions regarding permits, ongoing operations, market activities are facilitated, then relative improvement in the business environment occurs, leading to the development of business activities (Lotfi et al., 2018; Sanaeepour, 2020). One of the most important elements of the business environment is stakeholders (Beygi et al., 2023), and organizations or companies should involve these individuals in their strategies and company policies. Furthermore, the company should pay sufficient attention to the market for its operations as the market is considered the most crucial element of the business environment (Yousefi & Moosavi Nezhad, 2019).

Government actions and support: The government can have a significant impact on business development based on a resilient economic approach. Actions such as preventing constant imports (Alipour & Enayati, 2021), empowering facilitators (Fallah et al., 2022), and developing commercial areas and industrial towns (Seif et al., 2020; Hasheminasab Et Al., 2022; Alipour & Enayati, 2021) can be crucial, but it should be noted that while these are beneficial, they are not sufficient. A country can achieve sustainable development when the government minimizes its intervention in the economy (Ehsani et al., 2021). In other words, the government should delegate its affairs to private companies and assume the role of supervisor and facilitator. Therefore, privatization to significantly reduce its intervention should be specifically considered by the government (Feshari & Porghafar, 2013; Seif et al., 2020; Ghasemi & Rajai Ramesheh., 2021).

Economic factors: Given the unjust sanctions that Iran is facing, economic factors are considered one of the most influential indicators on business development. Due to international sanctions, countries and organizations should form an economic war room and strive to neutralize and bypass the sanctions (Aghajani Golsefid et al, 2022; Ghavi Del et al 2019; Farahanifard & Ghaffari, 2015; Maleki et al., 2020). Utilizing technology and the digital ecosystem in the economy can greatly help company development due to low costs, ease of use, and widespread availability (Fard et al., 2021; Musa Larnasrabadi & Hashemi Dizj, 2022). Companies must diversify their investments to sustain their operations and avoid losses (Yousefi & Moosavi Nezhad, 2019; Arshadi et al., 2021). Governance should provide ample and attractive incentives to create a conducive environment for investment, encouraging appropriate domestic investment for the country's development and even attracting foreign investment in this regard (ranjbar fallah & fatahi, 2020; Kamfirozee et al., 2015; Amiri & Barani Biranvand, 2018; Seif et al., 2020).

Company and product-related factors: Companies should produce suitable products by understanding market needs. These products should meet desirable conditions in terms of quality, pricing, and value offered to customers (Arshadi et al., 2021; Hashemikhah & Afshani, 2022; Goli et al., 2018; Aghajani Golsefid et al, 2022; Fard et al., 2021). Subsequently, companies should introduce their products to the market through appropriate advertising and gain a suitable position in the market (Hashemikhah & Afshani, 2022; Aghajani Golsefid et al, 2022). Ultimately, these efforts lead to branding and customer loyalty towards the brand (Monazam Ghale Jughhi et al., 2023; Aghajani Golsefid et al, 2022). Companies should also commit sufficiently to their customers and prioritize customer-centricity in their operations (Hashemikhah & Afshani, 2022; Arshadi et al., 2021; Kiyanmehr et al., 2020; Abbasabad Arabi et al., 2014; Goli et al., 2018). Organizations can pursue customer-centricity through interaction, networking, customer relations, and also via social media networks (Monazam Ghale Jughhi et al., 2023; Abbasabad Arabi et al., 2014; Ranjbar Fallah & Fatahi, 2024).

Entrepreneurship Development: Entrepreneurship development is considered one of the prerequisites for business development. To achieve this, a scientific and knowledgeable approach must be taken in various dimensions and stages of entrepreneurship. Furthermore, cultural and social norms should be expanded to promote entrepreneurship (Garmrudisabet, 2017; Lotfi et al., 2018; Sanaeepour, 2020). Alongside these issues, in order to properly cultivate entrepreneurship in society, we must have an appropriate educational system (Ranjbar Fallah & Fatahi, 2024; Alipour & Enayati, 2021). Considering the issues raised, entrepreneurship development leads to sustainable job creation at the societal level (Kamfirozee et al., 2015; Feshari & Porghafar, 2013; Hekmatpour et al., 2021).

Resilient Economy Features: One of the pillars of a resilient economy for business development is focusing on people-oriented development and people-centered economic management. By doing so, people themselves feel responsible and contribute to the economy (Mohseni Zonouzi & Sadeghvand, 2017; Asadi, 2014; Hekmatpour et al., 2021). Another pillar of a resilient economy

is the emphasis on justice. In clearer terms, people should feel the allocation and distribution of justice, and organizations and governments should base their strategies and policies on promoting justice (Agheli & Ezzati, 2019; Ghasemi & Rajai Ramesheh, 2021; Arshadi et al., 2021; Ahmaadzadeh Shahroudi et al., 2022; ghaffary fard & alamdard, 2022). The third pillar is attention to security. Security encompasses various dimensions including financial and investment security, personal security, food security, occupational and activity security, as well as welfare and economic security, and organizations and governments strive to achieve this security through resilient economy measures (Monazam Ghale Jughi et al., 2023; Seif et al., 2020; Keshtiarai et al., 2018; Agheli & Ezzati, 2019; Ghavi Del et al., 2019; Khazaeil & Ranjbar Fallah, 2017). To achieve these goals and pillars, leveraging the experiences of other countries and prioritizing knowledge-centered approaches should guide our actions (Seif et al., 2020; Farahanifard & Ghaffari, 2015).

Technology and Infrastructure: For business development, companies must equip themselves with new technologies and pursue mechanization (Feshari & Porghafar, 2013; Khazaeil & Ranjbar Fallah, 2017; Hadavand et al., 2022; Alipour & Enayati, 2021). These companies should provide basic infrastructure such as internet access and economic infrastructure and strive to repair and rebuild defective infrastructure (Monazam Ghale Jughi et al., 2023; Hadavand et al., 2022; Arshadi et al., 2021). Additionally, proper engagement on social media as an infrastructure can prevent the spread of rumors and misinformation by competitors and opposing groups (Monazam Ghale Jughi et al., 2023).

Competitive Factors: To operate more effectively in the market, a company must identify the competitive environment and the factors that lead to competition. Subsequently, it should identify its competitors and strive to adopt appropriate responses and strategies against their activities (Goli et al., 2018; Yousefi & Moosavi Nezhad, 2019; Rastgar et al., 2021; Azarli & Kohyari Haghghat, 2021). If necessary, it should take steps to complete the supply chain to minimize its dependence on competitors and external sources for essential and strategic needs (Arshadi et al., 2021).

Personal Factors: Personal factors are crucial in business development. Employees and management must be committed and have an entrepreneurial spirit, necessary skills, and capabilities to overcome challenges. Moreover, a team-oriented work ethic should be fostered within the organization, encouraging employees to generate and share ideas, show initiative, and work collaboratively. Additionally, management should have a thorough understanding and perception of the company and its environment (Fard et al., 2021; Musa Larnasrabadi & Hashemi Dizj, 2022; Arshadi et al., 2021; Kiyanmehr et al., 2020; Ranjbar Fallah & Fatahi, 2024).

Demographic Factors: This factor is considered important in business development because having a correct understanding of education levels, income levels, age demographics, and

population growth rates can greatly assist companies in formulating marketing strategies and product development (Fard et al., 2021; Amiri & Barani Biranvand, 2018).

In general, in practical applications of this research, companies can elevate and expand their operations based on the extracted factors, considering the current state of the country and sanctions, with an approach towards fostering a resilient economy. Further, by leveraging the factors identified in this research, increasing the utilization of resilient economy not only leads to the development and improvement of companies' activities in developmental areas but also enhances the competitive power of these companies. Results have shown that government initiatives and support for resilient economy are among the most important identified factors in the development of businesses based on resilient economy. Therefore, it is recommended that authorities pay special attention to privatization and reducing interference in the economy, as well as expanding commercial zones and developing free trade zones, and as much as possible, prevent reckless imports of goods similar to domestic ones to significantly contribute to business development. Furthermore, considering the significant role of cultural factors in various studies, it is recommended that business managers and authorities focus on promoting a culture shift towards preferring domestic products over foreign ones in the minds of consumers. Policymakers are also advised to provide intelligent subsidies to domestic goods and services to create a better competitive environment for these products and services. Additionally, governments and policymakers can facilitate the presence of domestic companies and the export of products to foreign markets through active diplomacy.

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ETHICAL CONSIDERATION

Authenticity of the texts, honesty and fidelity has been observed.

CONFLICT OF INTEREST

Author/s confirmed no conflict of interest.