Vol. 4 No. 6 (2026)
e-ISSN: 2963-7589
Economic and Business Journal | ECBIS
https://ecbis.net/index.php/go/index

ADAPTIVE CONSERVATIVE FINANCIAL MANAGEMENT STRATEGIES UNDER VUCA CONDITIONS: A CASE STUDY OF PT RBP IN THE PROPERTY AND REAL ESTATE SECTOR

Sulati [1], **Ikhsan Budi Riharjo** [2]

[1,2] Sekolah Tinggi Ilmu Ekonomi Indonesia Surabaya, Indonesia
E-mail: [1] soelaty@gmail.com , [2] ikhsanbudiriharjo@stiesia.ac.id

Submitted:	Revised:	Accepted:
14 August 2026	22 August 2026	30 August 2026

Abstract

This study aims to analyze the financial management strategies implemented by a local property and real estate company in facing conditions of Volatility, Uncertainty, Complexity, and Ambiguity (VUCA). The study employed a qualitative approach with a single-case study design at PT RBP in Tuban Regency. Data were obtained through in-depth interviews with nine informants at strategic, managerial, and operational levels, supported by observation and company documentation. Data were analyzed thematically with the assistance of NVivo, and validity was assessed through source and method triangulation. The findings show that PT RBP implements an adaptive-conservative financial management strategy oriented toward cash-flow stability while maintaining the ability to respond to changes in the business environment. The strategy is realized through the use of internal capital, cash-flow control, phased development, cost monitoring, customer screening, transaction flexibility, and diversification of banks and suppliers. The strategy is reinforced by cross-functional communication and an adaptive organizational culture. The findings indicate that the combination of financial prudence and adaptive capability constitutes an important mechanism for maintaining project continuity, financial stability, and operational resilience amid VUCA pressures.

Keywords: financial management strategy; VUCA; local property company; adaptive-conservative; organizational resilience

1. INTRODUCTION

The property and real estate industry is one of the strategic sectors of the economy because it is interconnected with various other sectors, including construction, banking, and financial services. The characteristics of the industry, which requires relatively large amounts of capital, involves long project development cycles, and is highly sensitive to market conditions, interest rates, government policies, and people's purchasing power, make financial management an important aspect of maintaining business continuity. In this context, property companies are not only required to manage financial resources efficiently but must also be able to adjust financial decisions when the business environment changes. The relatively illiquid nature of property assets and the time required to convert them into cash further emphasize the importance of liquidity management and financial prudence in this industry.

These challenges become more complex when companies operate in an environment of Volatility, Uncertainty, Complexity, and Ambiguity (VUCA). VUCA describes a business environment characterized by rapid changes, limited predictability, interconnected factors, and situations that do not always provide clarity. Under such conditions, financial decisions cannot rely solely on static planning but require the ability to adjust policies, manage risks, control cash flow, and determine resource-use priorities according to changing circumstances. For property and real estate companies, such pressures may arise from changes in material prices, uncertainty in financing and mortgage processes, regulatory and licensing changes, fluctuations in demand, and changes in consumer preferences.

VUCA conditions are increasingly relevant for local property and real estate companies. Compared with large-scale developers, local companies face certain limitations in terms of capital and access to resources. Dependence on external financing, long project cycles, and sensitivity to government policies make property companies vulnerable to external shocks. Previous studies indicate that these characteristics may increase companies' need for conservative liquidity strategies, flexible financing, risk control, and the ability to adjust investment gradually.

Several studies have examined financial management and organizational responses to environments characterized by uncertainty. Taskan et al. (2022) show the vulnerability of the real estate sector to VUCA environments, particularly in relation to dependence on external financing, long project cycles, and sensitivity to government policies. Meanwhile, Prabandari and Kholilah (2024) and Ningsih and Hayati (2022) focus more on financial management and reporting aspects. On the other hand, studies by Judijanto et al. (2025) and Wicaksana (2023) indicate that scenario planning, adaptive risk management, and management accounting integration can support organizational stability under uncertain conditions.

Research on financial flexibility also produces findings that are not entirely consistent. Nguyen (2024), through a study of 635 companies in Vietnam, found that financial flexibility may be negatively associated with risk-management effectiveness, particularly in developing-country contexts characterized by agency problems and information asymmetry. This finding indicates that financial flexibility does not always produce resilience when it is not accompanied by effective control and decision-making. Therefore, financial management under VUCA conditions is not merely about how many resources a company possesses, but also about how those resources are used, controlled, and adjusted to prevailing circumstances.

Although research on financial management strategies, financial flexibility, risk management, and VUCA has developed, studies specifically explaining how local property and real estate companies in Indonesia formulate and implement financial management strategies under VUCA pressures remain limited. Previous research tends to discuss publicly listed companies, reporting aspects, financial relationships, or financial flexibility quantitatively. Such approaches do not fully explain decision-making processes, managerial considerations, and forms of adaptation occurring in everyday practice within local property companies with limited resources.

This gap is important because financial management strategies in local companies are not always manifested in complex formal policies. Strategies may emerge through decisions concerning the use of internal capital, cash-flow arrangements, development priorities, customer selection, relationships with banks and suppliers, and adjustments to project activities based on market and licensing conditions. Therefore, understanding such strategies requires an approach capable of capturing the processes, experiences, considerations, and decision-making contexts of organizational actors in depth, rather than merely measuring relationships among variables. This study uses a qualitative case-study approach to understand how such practices are formed, implemented, and used in response to VUCA pressures.

The novelty of this study lies in revealing an adaptive-conservative financial management strategy pattern in a local property and real estate company facing VUCA. The strategy demonstrates a combination of prudence in maintaining the financial structure through the use of internal capital, cash-flow control, phased development, and cost monitoring, with adaptive capability through transaction flexibility, customer selection, bank and supplier diversification, and cross-functional coordination. Thus, this study views financial management not merely as an administrative activity but as a strategic control mechanism that contributes to the company's financial stability and operational resilience. The research model shows the relationship among VUCA pressures, strategic responses, control mechanisms, supporting capabilities, and organizational resilience outcomes.

Based on this gap, the study aims to analyze and explain how PT RBP, as a local property and real estate company, formulates and implements financial management strategies in facing Volatility, Uncertainty, Complexity, and Ambiguity (VUCA) in order to maintain financial stability and operational resilience. The study is expected to provide an empirical contribution to understanding financial management strategies in local property companies, particularly how the combination of financial prudence and adaptive capability can be used as a response to a dynamic business environment.

2. RESEARCH METHOD

This study uses a qualitative approach with a single-case, descriptive-explanatory design. The qualitative approach was selected because the study focuses on understanding the processes, experiences, considerations, and decision-making patterns involved in company financial management within a VUCA environment. A case-study design was used to obtain an in-depth understanding of financial management strategy within a single organization in its real-life context, while the descriptive-explanatory character was used to describe financial management practices and explain the reasons and processes underlying the strategies implemented by the company. The study was not intended to statistically test relationships among variables or produce statistical generalizations, but to understand the phenomenon contextually.

The study was conducted at PT RBP, a local company engaged in the sale of houses, land, and buildings in Tuban Regency. PT RBP was selected because the company has experienced uncertain business-environment dynamics since its establishment at the end of 2020, including the COVID-19 pandemic, and has been able to maintain and develop its business activities amid environmental pressures. This condition makes PT RBP a relevant case for understanding how financial management strategies are formed and implemented in facing VUCA.

Research informants were selected purposively based on their involvement in and knowledge of the company's financial management and operational activities. Informants came from strategic, managerial, and operational levels so that the information obtained could describe company strategy from different perspectives. The study involved nine informants consisting of individuals associated with finance, management, marketing, engineering, administration, and operational activities. The selection of informants was intended to obtain information regarding financial decision-making, cash-flow management, financing, cost control, risk management, and the company's response to changes in the business environment.

Research data were obtained through in-depth interviews, observation, and documentation. Interviews were used to explore the experiences, considerations, and decision-making practices of informants in managing company finances. Observation was used to understand organizational practices and operational processes related to financial management, while documentation was used as supporting data, including financial documents, project cash-flow data, financing structures and schemes, payment patterns to suppliers and creditors, and consumer sales and collection policies. These data were not only treated as administrative information but were linked to the managerial decisions underlying the company's financial management practices.

Data analysis was conducted using thematic analysis with the assistance of NVivo software. The analysis involved data organization, coding, theme identification, category grouping, and interpretation of relationships among themes. The analysis was directed toward identifying decision-making patterns, management priorities, and forms of financial-strategy adjustment implemented by the company in response to VUCA pressures. The themes analyzed included VUCA conditions, financial flexibility, financing strategy, cash-flow control, risk management, diversification, internal supervision, cross-functional communication, and organizational resilience.

Data validity was maintained through source and method triangulation by comparing information obtained from different informants and matching it with observation results and documentary evidence. This process was used to ensure that the research interpretation was not based on a single informant perspective but was supported by multiple data sources. Thus, the findings are expected to provide a more complete and contextual representation of PT RBP's financial management practices.

Overall, the research process was directed toward connecting VUCA conditions, company characteristics and resources, financial management practices, and strategic responses. The empirical data were then used to identify strategy patterns that enable PT RBP to maintain liquidity, control risks, adjust project activities, and sustain operations in an uncertain environment.

3. RESULTS AND DISCUSSION

VUCA Pressures at PT RBP

The findings show that PT RBP faces VUCA pressures that directly affect the company's financial and operational activities. Volatility is primarily reflected in increases in material prices and changes in demand. Uncertainty arises in mortgage processes, bank policies, and licensing. Complexity is visible in the involvement of various parties in projects, while ambiguity is indicated by changes in consumer preferences from regular housing to subsidized housing.

These conditions are reflected in the statement of the Commissioner of PT RBP:

> *"Material prices have increased, and government regulations and lengthy licensing processes are the main challenges." (AR)*

Changes in the market were also experienced by the marketing division. Informant LSA stated:

"COVID-19, rising fuel prices; sales of commercial housing declined, and marketing was shifted to subsidized housing."

These two statements show that VUCA pressures are not merely external but directly affect company decisions regarding products, marketing, costs, and fund management. Deed of Sale and Purchase (AJB) transaction data also show changes in sales from 21 units in 2021, 20 units in 2022, and 14 units in 2023, before increasing to 41 units in 2024.

These findings indicate that the company requires a strategy capable of adjusting financial decisions to changing market conditions. Thus, VUCA becomes a context that encourages PT RBP to implement financial management that is not entirely rigid.

Thematic Analysis Results

Interview data were analyzed thematically with the assistance of NVivo to identify patterns and themes related to PT RBP's financial management strategy. The coding results revealed three main groups: conservative strategy, adaptive response, and supporting capabilities. These three groups then became the basis for understanding how the company responds to VUCA-related environmental pressures.

Table 1. Thematic Analysis Results of PT RBP's Financial Management Strategy

Main Theme	Subtheme	Empirical Findings
Conservative strategy	Internal capital	Use of internal capital for land acquisition and project preparation
	Cash-flow control	Monitoring cash flow and controlling expenditures
	Cost control	Monitoring material usage and project costs
	Phased development	Development adjusted to funding readiness and project progress
Adaptive response	Payment flexibility	Adjustment of payment schemes and customer down payments
	Diversification	Use of alternative banks and suppliers
	Customer selection	Customer screening and use of a waiting list
	Project adjustment	Adjustment of project priorities and development based on market conditions
Supporting capabilities	Coordination and communication	Cross-functional coordination through communication and routine meetings
	Management supervision	Management involvement in strategic decision-making
	Partial digitalization	Use of Excel and digital tools to support administration and operations

Source: *Data Processed, 2026*

The thematic analysis results show that PT RBP's financial management strategy is not solely oriented toward saving and controlling resources but also includes the ability to adjust decisions to changes in business conditions. The conservative strategy serves to maintain liquidity and limit financial risk, while the adaptive response enables the company to adjust transactions, customers, suppliers, and project priorities. Both approaches are supported by coordination, communication, supervision, and partial use of technology.

These findings provide the basis for the research synthesis that PT RBP implements an adaptive-conservative financial management strategy, namely a combination of prudence in the use of financial resources and flexibility in responding to changes in the business environment.

Internal Capital and Cash Flow as the Basis of Financial Management

The findings show that internal capital and cash-flow control constitute the main basis of PT RBP's financial management. The company uses its own capital primarily for land acquisition and project preparation, while external financing is not the primary option. The President Director explained:

> *"Own capital is used for land acquisition and project preparation; bank credit is used at the final stage if necessary."*

This view is reinforced by the Commissioner, who stated that the company:

> *"avoids bank loans or external investors to maintain profit margins and liquidity."*

At the operational finance level, the Finance Manager emphasized:

> *"Strict weekly control; manual monitoring through Excel; ensuring cash flow remains smooth and does not leak into unnecessary items."*

This statement shows that cash flow is not merely used to record receipts and expenditures but becomes the basis for determining project priorities, material purchases, unit construction, and expansion. Development is carried out according to funding readiness and certainty of receipts.

This pattern reflects the conservative side of PT RBP's strategy. The company seeks to maintain liquidity by prioritizing internal funding sources and limiting dependence on debt. This finding is consistent with Pecking Order Theory, which explains the tendency of companies to prioritize internal financing before using external financing.

However, this conservatism does not mean that the company stops developing. The company continues to expand, but expansion is adjusted to cash capacity and project conditions. Thus, financial conservatism at PT RBP functions as a safety boundary for expansion activities.

Risk Management and Flexibility as Adaptive Responses

In addition to maintaining financial prudence, PT RBP demonstrates adaptability through risk management and transaction flexibility. One form is screening prospective consumers before the mortgage process and using a waiting list to reduce default risk. The Finance Manager explained:

"Screening users before KPR; using a waiting list to address payment defaults; development of a new project waits until the previous project reaches 60–70% completion."

This strategy shows that development decisions are not made solely on the basis of market opportunities but also consider buyer readiness, licensing, and the company's financial capacity.

Flexibility is also applied in transactions. The Sales Administration staff explained that the company provides down-payment installments after coordinating with management and transfers prospective consumers to another bank when a bank's quota or requirements are not feasible. On the supplier side, the engineering team divides orders among several suppliers to reduce the risks of shortages and increases in material prices.

These findings show that PT RBP's flexibility is controlled. The company makes adjustments but continues to consider cash-flow conditions and management decisions. This demonstrates the adaptive side of the company's strategy.

Thus, PT RBP's strategy is not merely conservative. The company combines prudence in the use of funds with the ability to adjust transactions, suppliers, buyers, and project priorities when conditions change.

Control, Coordination, and Organizational Resilience

PT RBP's financial management strategy is also supported by project control and cross-functional coordination. Control is exercised through cash-flow monitoring, unit-level budgets, material usage, self-performed work, and recording through Excel. At the project level, evaluations are conducted regularly to reduce material waste and adjust work priorities.

Coordination is an important part of this process. The Sales Administration staff explained that weekly meetings are held to discuss bank approval status, document completeness, booked units, and readiness for contract signing. This information then becomes the basis for coordination among marketing, engineering, finance, and management.

This coordination pattern can be understood as a sense-making process, namely an organizational process of building a shared understanding of uncertain conditions before taking action. Through routine communication, information concerning consumers, mortgages, materials, licensing, and cash flow can be discussed quickly and translated into decisions.

On the other hand, PT RBP's digitalization remains limited. Social media is used for marketing, while the engineering division uses various software for design and preparation of cost estimates. However, recording of down payments, consumer document status, and consumer progress is still conducted manually through Excel.

These limitations have not hindered company activities because they are still supported by direct communication and supervision. This indicates that social capabilities and internal coordination are important company resources in dealing with system limitations.

Ultimately, these strategies contribute to organizational resilience. The Finance Manager stated that the company:

> *"remains stable because of strict control and internal capital; able to survive during the global crisis and pandemic."*

This statement is supported by AJB data showing that sales activities continued and increased to 41 units in 2024 after declining in previous years. These data are not used to claim a causal relationship but serve as documentary evidence that project and sales activities continued.

Synthesis of Findings: Adaptive- Conservative Strategy

Based on the overall findings, PT RBP's financial management strategy can be formulated as an adaptive-conservative strategy. The conservative characteristics are evident in the use of internal capital, cash-flow control, phased development, cost monitoring, and limited use of debt. Meanwhile, the adaptive characteristics are evident in payment flexibility, transferring consumers between banks, supplier diversification, product adjustments, and changes in development priorities. The strategy can be illustrated simply as follows:

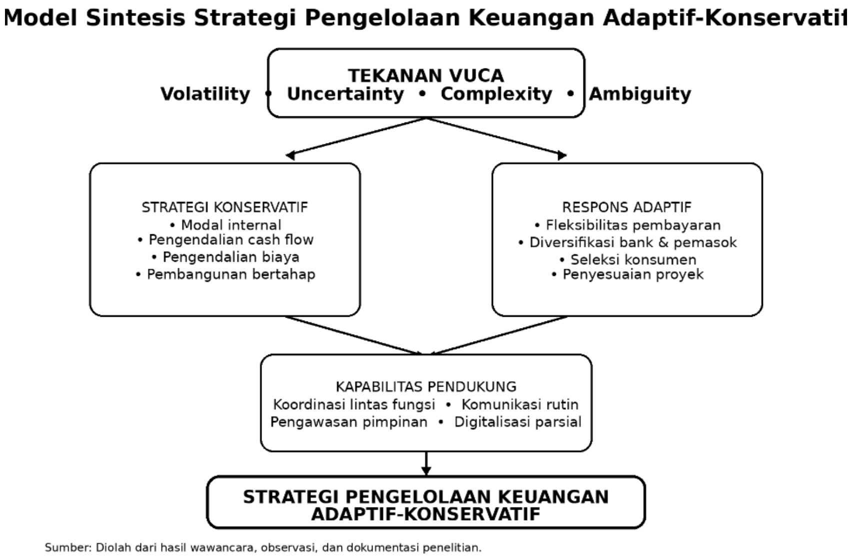

Figure 1. Synthesis Model of Adaptive-Conservative Financial Management Strategy in Facing VUCA at PT RBP

These findings show that PT RBP's resilience is not determined solely by the amount of capital available, but by the company's ability to manage available resources cautiously while adjusting them to changes in the environment. The adaptive-conservative strategy becomes a balancing mechanism between the need to survive and the need to continue developing.

4. CONCLUSION

This study shows that PT RBP's financial management strategy in facing a business environment characterized by volatility, uncertainty, complexity, and ambiguity (VUCA) is built through a combination of financial prudence and adaptability. The conservative side is reflected in the use of internal capital, cash-flow control, cost control, and phased project development according to the company's financial capacity. Meanwhile, the adaptive side is reflected in payment flexibility, bank and supplier diversification, customer selection, and adjustment of project priorities to changing market conditions.

The findings further show that this strategy is strengthened by cross-functional coordination, routine communication, management supervision, and partial use of technology. These capabilities enable the company to respond to changes and risks without abandoning the principle of prudence in the use of financial resources. Thus, organizational resilience depends not only on the availability of capital but also on the company's ability to manage resources effectively and adjust decisions to environmental conditions.

The main contribution of this study lies in the finding of an adaptive-conservative financial management strategy, namely a strategy that combines financial discipline with flexibility in facing uncertainty. In the context of a local property company, this approach serves as a mechanism for maintaining financial stability while sustaining project continuity and operational activities amid VUCA pressures.

REFERENCES

Bennett, N., & Lemoine, G. J. (2014). What VUCA really means for you. *Harvard Business Review, 92*(1/2), 27–30.

Brigham, E. F., & Houston, J. F. (2019). *Fundamentals of financial management* (15th ed.). Cengage Learning.

Denis, D. J. (2011). Financial flexibility and corporate liquidity. *Journal of Corporate Finance, 17*(3), 667–673.

Gamba, A., & Triantis, A. (2008). The value of financial flexibility. *The Journal of Finance, 63*(5), 2263–2296.

Geltner, D., Miller, N. G., Clayton, J., & Eichholtz, P. (2017). *Commercial real estate analysis and investments* (3rd ed.). OnCourse Learning.

Hill, C. W. L., Schilling, M. A., & Jones, G. R. (2021). *Strategic management: An integrated approach* (13th ed.). Cengage Learning.

Kaplan, R. S., & Mikes, A. (2012). Managing risks: A new framework. *Harvard Business Review, 90*(6), 48–60.

Kraus, A., & Litzenberger, R. H. (1973). A state-preference model of optimal financial leverage. *The Journal of Finance, 28*(4), 911–922. https://doi.org/10.2307/2978346

Markowitz, H. (1952). Portfolio selection. *The Journal of Finance, 7*(1), 77–91. https://doi.org/10.2307/2975974

Myers, S. C., & Majluf, N. S. (1984). Corporate financing and investment decisions when firms have information that investors do not have. *Journal of Financial Economics, 13*(2), 187–221. https://doi.org/10.1016/0304-405X(84)90023-0

Taskan, B., Junça-Silva, A., & Caetano, A. (2022). Clarifying the conceptual map of VUCA: A systematic review. *International Journal of Organizational Analysis, 30*(7), 196–217. https://doi.org/10.1108/IJOA-02-2022-3136

Teece, D. J. (2014). The foundations of enterprise performance: Dynamic and ordinary capabilities in an (economic) theory of firms. *Academy of Management Perspectives, 28*(4), 328–352. https://doi.org/10.5465/amp.2013.0116

Teece, D. J. (2020). Hand in glove: Open innovation and the dynamic capabilities framework. *Strategic Management Review, 1*(2), 233–253. https://doi.org/10.1561/111.00000013

Vukšić, V. B., Bach, M. P., & Popovič, A. (2023). Dynamic capabilities for digital transformation and business model innovation: A systematic literature review. *International Journal of Information Management, 68*, 102551.

Weick, K. E. (2020). Sensemaking, organizing, and surpassing: A handoff. *Journal of Management Studies, 57*(7), 1420–1431. https://doi.org/10.1111/joms.12617

Yin, R. K. (2018). *Case study research and applications: Design and methods* (6th ed.). SAGE Publications.