Modelling organization for performance in the post covid-19 era: emerging frameworks and analytics

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Abstract
Business owners, strategic partners, and organization leaders typically conduct performance evaluation given that all organization operates under a constant changing milieu. One of the dramatic changes/challenges individuals and organizations all over the world had encountered is the COVID-19 pandemic. The disease spread rapidly and dramatically across the globe posing significant health, economic, and social challenges. This paper focuses on modelling the organization to navigate the challenges predisposed by COVID-19. It is based on a scooping review of related and current literature on COVID-19 imperatives, innovative and strategic initiatives. Literature review outcome shows that creative and innovative modelling of structures/frameworks influence the performance of a business organization because structures are necessary response tools to manage organizational changes/challenges. Creativity involves novel and useful ideas to solve a problem, innovation involves implementing and refining those ideas to create a tangible product, process, service, or technology that an end user can adopt. Similarly, business analytics was found to improve the performance of organizations. It helps them to identify significant trends across the supply chain and brings out valuable insights that enables the organization to make decisions in a timely and cost-effective manner. Based on the findings of this study, recommendations were made. It is believed, that this paper would provide a compass/response mechanism for managers/decision-makers, researchers and other stakeholders in their quest to navigate through post COVID-19 challenges.

Introduction

Business analysts and academic researchers that study organizational theory are interested in understanding the dynamics in organizations. They evaluate the factors that inspire performance in the workplace and focus their analysis on the actions of employees and groups within them. Organizational performance is the ability of an organization to reach its goals and optimize results. It refers to how well an organization is doing and how much of its daily tasks and set objectives it completes successfully. In a nutshell, and in the context of this study, organizational performance is an organization's ability to achieve financial performance (profitability and cost reduction), tactical performance (strategy and innovation), and adaptive performance (agility and flexibility) in a state of constant change.

Measuring an organization's performance involves a process which entails comparing its actual outputs or results with the intended results. This comparison helps organizations determine if they are achieving what they set out to do. Also, managers/business owners, strategic partners, and organization leaders typically conduct performance evaluation, to justify the use of capital, identify problem areas to direct managerial decision-making, and ensure the effective use of organizational resources. The performance evaluation process includes recognizing and implementing processes that can help improve the organization's performance considering the environmental changes and challenges organizations encounter.

One of the dramatic challenges individuals and organizations all over the world had encountered in the 21 century is the COVID-19 pandemic. Wuhan City, Hubei Province, China, reported a new infection affecting residents in December 31, 2019 (Lu, Stratton, Tang, 2020) which the World Health Organization (2020) nick-named Coronavirus Disease 2019; alias COVID-19. It spread rapidly across the globe posing significant health, economic, and social challenges for everyone. COVID-19 has been considered the most significant threat since Second World War and the greatest global health disaster of the century. The pandemic triggered the largest global economic crisis that shook the world economy. The International Monetary Fund (2020) reported that median global Gross Domestic Product (GDP) dropped by 3.9% from 2019 to 2020, making it the worst economic downturn ever. COVID-19 toll has set back economic progress worldwide; leading to a dramatic impact on global poverty and inequality within and across countries.

Badarinza, Balasubramaniam and Ramadorai (2019) had stated that low-income developing countries were particularly vulnerable to the shock arising from the pandemic because they have limited resources and weak institutional capacity to support their economies. According to them, within these countries, rural communities were badly hit as they are often not covered by economic safety nets, and their livelihoods primarily depends on activities that have been significantly affected by the measures countries have implemented to contain the pandemic e.g. lock down which affected the production and sale of household and agricultural products.

The pandemic inflicted income losses and worsened some preexisting economic fragilities. Many households and firms in emerging and advanced economies were ill-prepared to withstand an income shock of that magnitude and duration, encountered losses and were not able to sustain basic consumption for more than three months (Badarinza, Balasubramaniam & Ramadorai 2019). Similarly, World Bank (2021) reported that an average business could cover fewer than 55 days of expenses with cash reserves leading to a sharp decline in their income and performance.

In the face of crisis, economic meltdown, performance gaps, new technology, identification of new opportunities, reaction to internal and external pressure and so forth, organizations need to develop adaptive and agile frameworks/structures to enable them cope and remain relevant. Frameworks play vital role, Mishra (2023) says that an organizational framework is a technique used by business analysts to understand the structure, functions, and interactions within an organization. The purpose behind developing an organizational framework is to create efficiency in operations by streamlining workflows while remaining agile enough to adapt quickly to changes in business needs.

An effective organizational framework can help businesses reduce costs while improving productivity and competitiveness (https://www.adaptiveus.com/resources/). Ovington, and Mangtani, (2024) are of the view that organizational structure helps a company to manage its work and respond to new challenges. They maintain that having the right structure makes organizations more flexible and adaptable and this promotes lasting innovation and higher revenue, allowing them to stay successful even when things change. This aligns with Mishra, (2023) who asserts that a well-designed corporate structure is essential for any business looking to grow and succeed in today's fast-paced changing world.

Problem Base

Individuals and organizations all over the world encounter challenges of one form or the other, and COVID-19 pandemic is one form of these challenges. Today, many households and firms are still struggling to survive the shock of the pandemic. Since COVID-19 pandemic, global economy has been under enormous pressure with issues associated with inflation, stagflation, depression, business failures and its resultant effects especially in emerging economies such as Nigeria. COVID-19 which I nick name 'a biological-economic (bionomic) and bio-political (biotical) weaponry is gone but the society still leaks its wound. It had made growth in revenue to slow down, there is poor cash flow in the market and disruption of the production process in several sectors. Consequent upon that, there have been thousands of job losses due to the shutdown of industries. These has negatively affected the gross domestic product of many countries.

Research findings has shown that there are high income losses among youths, casual workers and women because they were likelier to be employed in sectors more affected by lockdown and social distancing measures (Palacios-López, and Weber, 2021) and (Goldstein, Martinez, Papineni, & Wimpey, 2020). Similar, small scale and informal businesses with limited access to formal credit were hit more severely by income losses stemming from the pandemic. Larger firms were not spared.

Although households and businesses have been most directly affected by income losses stemming from the COVID-19 pandemic, the resulting financial risks have repercussions for the wider economy through mutually reinforcing channels that connect the financial health of households, firms, financial institutions, and governments. Because of this interconnection, elevated financial risk in one sector can spill over and destabilize the economy as a whole as illustrated in figure 1.

Figure 1: Interconnected balance sheet risks

Source: Adopted from Adibfar, Gulhare, Srinivasan, Costin (2022)

In like manner and for example, if households and firms are under financial stress, the financial sector faces a higher risk of loan defaults and is less able to provide credit. Similarly, if the financial position of the public sector deteriorates (for example, as a result of higher government debt and lower tax revenue), the ability of the public sector to support the rest of the economy is weakened (Adibfar, Gulhare, Srinivasan, Costin, 2022).

Again, this may have a dramatic effect on the levels of private and public debt in the world and may threaten an equitable recovery from the crisis if not addressed decisively. If firms continue to face these challenges, attainment of set objectives will be difficult. They may liquidate their assets leading to a breaching out of the going concern principle which suggest that an organization will operate for a foreseeable future.

Research findings has shown that the way an organization model her structures influences its response to change and this may explain why some organization not aware of this, find it difficult to adapt to changes. This is because, an organization model captures and defines information about how the organization is organized. Buttressing this, Spada, (2023), asserts that rigid structures of large organization limits flexibility and adaptability, making it hard to respond to emerging opportunities that are often capitalized by smaller, more nimble organizations. Similarly, it has been observed that many organization adopt measures obtainable in other environments without considering that for adaptive measures to be effective, it must be tailored to the specific needs and context of the organization.

It is also reasoned that most organization rely on intuition in their decision making. They do not scientifically analyze situations simply because they do not know the benefits. Perhaps, they fear, avoid and are resistant to transformation or may be content with their current processes and methods. Could it be because and as Llewellyn, (2024) puts it, business frameworks and analytics often require a significant amount of time, effort, and resources to fully understand and apply and have specific set of rules, processes, and terminology, which makes it challenging to choose the right one for a specific business need?. This may be the situation most organizations are facing today.

Nonetheless, emerging economies and economically disadvantaged states needs to recover pandemic-induced losses of income and livelihoods, they also need result oriented frameworks and analytics to navigate the challenge, recover and forge ahead. However, recovery from crisis may be difficult for organizations that refuse to model adaptive measures (Adibfar, Gulhare, Srinivasan, Costin, 2022).

Objective of this paper

The purpose of this paper is to inspire discussion on how to model the organization to navigate the challenges predisposed by COVID-19. I believe, this paper would provide a compass and response mechanism for managers, researchers, decision-makers, and other stakeholders. The paper is based on a scoping review of related literature on organizational framework and analytics imperatives and initiatives as it affects organizational financial performance, tactical performance (strategy and innovation), and adaptive performance (agility and flexibility).

Literature Review

Meaning and Nature of an Organization

An organization is an entity comprising of people contributing their efforts/resources to meet a need or pursue/attain a predetermined objective or specific purpose (https://www.vocabulary.com/dictionary/organization, 2024). An organizations is a creation of its environment; it is part and parcel of its environment. An organizational environment involves forces, both internal and external, that affect the operations of the organization (Stewart, 2016). It includes the factors/forces that envelope the organization. An organization influences its environment, much as the environment influences the organization. The environment is the source of resources that the organization needs. It provides opportunities and threats, and it influences the various strategic decisions that executives must make (Wendy, 2024).

Business Frameworks

Framework is a basic structure; plan, system or concepts. Business frameworks are models, tools, and processes developed by industry experts, policy makers, and academics and used to analyse operations, guide decision-making, solve complex business problems, and drive organisational change (Llewellyn, 2024). Drawing from the definition above, framework is used interchangeably with structure in this study, because they are synonymous. Similarly, strategy is part of framework because it represents a plan.

Organizational frameworks, provide a systematic approach to decision-making, allowing organisations to assess their current situation, identify areas for improvement, and develop strategic decisions/plans to attain set objectives and remain competitive in their a changing business environment. It provides a systematic way of analysing a problem, developing a solution, and implementing it in a repeatable and scalable manner. Businesses across all industries and of all sizes utilize frameworks to attain their objectives and remain competitive in an ever-changing business environment (Kumari, 2023). An organization models its framework to capture and define information about how an enterprise is organized. Choosing the right framework depends on factors such as company size, industry niche, and business objectives and it is essential for businesses to carefully evaluate their options before deciding to ensure they choose an effective structure/strategy that will help them succeed in today's competitive landscape.

The commonly used frameworks/tools/strategies for business analysis includes; Porter's Five Forces, SWOT analysis, the Balanced Scorecard, the McKinsey 7S Framework, and the Business Model Canvas (Llewellyn, 2024). Others are: value chain analysis, blue ocean strategy,_Boston consulting group (BCG) and Ansoff matrix. These are presented on table 2.

S/N	Framework Type	Focus/Usefulness	Beneficiary
1.	McKinsey's three strategic horizons	Sustainable growth over long term and innovation. Maintaining and defending the core business, nurturing emerging business, and creating genuinely new business.	Fast-growing businesses/startups.
2.	Value disciplines	Bolster competitive advantage based on operational excellence (delivering high-quality products/services at competitive prices), **customer intimacy (**values long-term bonds over one-time transactions and employs robust customer relationship management), and leadership (continuous product innovation to stand out as market leaders.)	Businesses that need differentiation in an industry.
3.	Stakeholder theory	Focuses on adding value to stakeholders of business; **Employees** (prioritizes their well-being through intrinsic and extrinsic motivation), Customers **(**improvements in products and accessibility), **Community (**job creation and other community enhancement initiatives), **Shareholders (enhance their bottom lines), Society** (broader societal benefits, such as technology advancements or environmental efforts).	All organizations and groups impacted by an organization.
4.	**Balanced scorecard**	Focuses on meeting the needs and expectations of various stakeholders of business. Ensure successful strategy execution by dividing business strategy into four quadrants; **Financial (**bottom line and liquidity or margin), **Customer (**understanding, enhancing customer satisfaction and meeting their needs), **internal business process (**measuring and optimizing processes vital to customer satisfaction), **Learning and growth (**underscores employee education, knowledge management, and leveraging these for a competitive edge).	For medium-sized and larger organizations
5.	Ansoff matrix	Forces firms to think more deeply about how to achieve growth and dictates which components of the four matrix to attack; **market development (**expanding existing product to new audiences), **Market penetration (**boosting sales of current products to existing customers by intensifying marketing efforts or offering purchase incentives), **product development (**introducing new products to existing customers), **diversification (**launching new products in new or old markets).	SMEs and larger organizations aiming for robust (sales) growth.
6.	Porter's Five Forces model	Helps firms entering into a new business to gauge the profitability potential, identify and analyze five forces (threat of new entrants, bargaining power of suppliers, bargaining power of buyers, threat of substitutes and competitive rivalry) that affect a company's profitability in any given industry.	Organizations of all sizes, from start-ups to large corporations.
7.	Boston Consulting Group (BCG):	Assist companies in planning their business portfolio. It classifies business units or products into four categories based on their respective market growth rates and shares. **Stars (** to maintain or increase market share until the market growth rate slows), **Cash cows (portfolios that generates profit for reinvestment)**, **Dogs (b**usinesses to divest, discontinue, or restructure because they free up resources for more promising areas of the business), **question marks needs** careful thought whether to invest in them to pursue market leadership or to divest.	For large companies/conglomerates with diverse/multiple product portfolios, particularly those that operate in competitive markets.
8.	Blue ocean strategy	Focuses on finding new and unexplored markets where there's less competition, instead of trying to outdo competitors in a crowded market (Red Ocean) or when the current supply in their existing market exceeds demand or if turnover has increased and profit margins are diminishing. This is based on the premise that companies should look for fresh spaces where they can be the leader.	For all organizations, whether startups, established firms, or non-profits.

9.	Value chain analysis	Examines all the steps a business takes to deliver a product or service to its customers. It shows how the activities in a company's value chain are linked to each other and influence competitive advantage. It is used to identify areas for cost savings and opportunities to add value.	Manufacturers, service providers, and businesses in competitive industries seeking a competitive edge or cost efficiencies.
10.	PEST analysis	Evaluates the Political, Economic, Social, and Technological factors affecting a business or industry. Helpful during strategic planning, entering a new market, or launching a new product.	For businesses operating in rapidly changing environments or those subject to significant political, economic, social, or technological shifts.
11.	Strength, Weakness, Opportunity and Threat (SWOT).	To get a clear picture of a business's current situation, when planning to launch a new product, entering a new market, or trying to improve business overall. It is useful when setting the strategic direction or framing future initiatives. It involves: **Strengths** (what a business does well), w**eaknesses** (where it might be lacking), **Opportunities (**chances for growth), and t**hreats (t**hings that can cause problems).	All organizations. Small or large, profit or non-profit.

Table 2: Business Frameworks (Strategies)
Source: Adapted from Llewellyn, (2024) and Kumari, (2023)

While the frameworks/strategies presented on table 2 are employed in response to changes in the business environment; to defend business or attack competitors, many are not organic in nature. Organic frameworks in the words of Ovington and Mangtani (2024) are used in dynamic, unstable environments where business needs to quickly adapt to changes. This is because organic frameworks gives the organization the flexibility to deal with fast-paced environmental change and many different elements.

Ovington and Mangtani (2024) identified the forms of organizational structures that can help firms operating in a rapidly changing environment, organize teams and tasks to promote efficiency/flexibility and make it easier for them to adapt to changes. They are: divisional, matrix, team-based, circular structures, and network structures.

A divisional structure organizes a company into separate units based on products, regions, or customers. Each division operates independently with its resources, like a mini-company. This approach helps each unit operate independently and adapt quickly to its market.

A matrix structure is like a big team where people report to two leaders. One is responsible for their special skills, and the other is responsible for their projects. This approach helps them work on different tasks together. A team-based structure is when a company is organized into small groups working on projects. The aim is to make it easier for teams to share ideas and get things done faster. This structure helps them be more creative and efficient. A team-based structure promotes collaborative problem-solving and operational flexibility. The circular structure arranges a company so that everyone is in a circle with leaders in the center. The circular structure enables open communication and rapid decision-making, proving particularly valuable in dynamic environments requiring swift, well-informed changes (Swaim, 2024).

A network structure is when a company connects with other companies or people to get work done. The aim is to use the best resources and skills available. This approach helps the company be more flexible and focus on what it does best. Network structure helps employees work together in a web of network, teams, partnerships, and alliances. Each of these structures help a company manage its work and respond to new challenges (Ovington and Mangtani, 2024).

Business Analytics

Analytics is the analysis of data to identify significant trends (Adibfar, Gulhare, Srinivasan and Costin, 2022). Business analytics involves collecting, organizing, analyzing, and interpreting data to gain insights that can be used to make informed business decisions. It entails using statistical and quantitative analysis techniques to extract meaningful insights from data and using these insights to improve business performance (Kumari, 2023).

Business analytics employs various tools and techniques to process and analyze large volumes of data to gain insights and make informed decisions. Analytics can transform raw data into more valuable inputs to leverage information in decision making. It can be applied to various areas of business, including sales, marketing, and finance, operations, and customer service. With analytic tools, organizations can have a more profound understanding of primary and secondary data emerging from their activities. Analytics provide information for smooth running of operations in a timely, and cost-effective manner. Organizations benefit from operations analytics, and this results in the overall improvement in their performance (Adibfar, Gulhare, Srinivasan and Costin, 2022).

Meaning of Performance

Performance means the act of doing something successfully; using knowledge as distinguished from merely possessing it. Organizational performance is the ability of an organization to reach its goals and optimize results. It is a company's ability to achieve goals in a state of constant change, such as the COVID pandemic. Performance measures can be grouped into two basic types; (leading and lagging): those that relate to results - leading (outputs or outcomes such as competitiveness or financial performance) and those that focus on the determinants of the results - lagging (inputs such as quality, flexibility, resource utilization, and innovation). While leading KPIs can help predict outcomes, lagging KPIs track what has already happened (https://www.qlik.com/us/kpi, 2024). It is good that organizations use a mix of both to ensure they are tracking what is most important.

Framework and financial performance

Numerous studies have been conducted to explore the relationship between organizational framework and financial performance empirical but findings seem to be mixed and inconclusive. In this study financial performance is measured by profitability and operations cost reduction. Findings from literature indicates that framework helps an organization to achieve financial stability (Kampini, 2017). This reinforces the notion that organisational structure is necessary for effective functioning and performance of the organisations. However, an investigation of the role of organisational culture on firm financial performance was conducted on firms in Gaziantep, Turkey by Yesil and Kaya, (2023). Data were collected from managers of the firms and was analysed via SPSS program using the regression analyses. Findings indicate that organisational culture dimensions have no effect on firm financial performance.

Framework and tactical performance

Tactical performance involves innovation and strategy and these fosters competitive advantage and growth, and it results from the collective efforts and ideas of an organization. In this paper, tactical performance is measured by innovation and strategy. A study was carried out to ascertain how organizational structure affects innovation and how companies can design systems that promote employee engagement for better innovation performance. The finding shows that an organization's structure defines its innovation success, especially when combined with the best strategies. The findings sums up, that the success of innovation led by structure and strategy determine the competitive advantage of a business enterprise. This means that organizational and managerial processes (learning, integrating, and reconfiguration), are essential in a company's innovative performance. (https://www.reallygoodinnovation.com/stories/how-organizational-structure-may-affect-innovation, retrieved, 11/10/24.

Framework and adaptive performance

Organisational adaptation is the capacity of an organisation to recognise the need to evolve and grasp possibilities in unpredictable circumstances. To position organisations for flexibility in a world that is becoming more complicated, leadership needs to focus on change. In this paper, adaptive performance is measured by agility and flexibility. A study was carried out on the role leadership play in mediating the impact of strategy, technology, and complexity on organisational adaptation on professionals at a multinational organisation in India by Ramesh and Bhavikatti, (2024). Structural equation modelling was used to test the suggested hypothesis. Results show that strategies and complexity impact the adaptability rate of an organisation and leadership mediates the relationship between strategies, technology, and complexity of organisational adaptability. In addition, it indicates that strategic adaption also improves business performance positively and effectively. Davis, Kathleen, and Christopher (2009) conducted a study on Optimal Structure, Market Dynamism, and the Strategy of Simple Rules. The paper highlights that an organization's structure can influence its strategy, hence performance. Concurring, Spada, (2023), reported that rigid structures of large organization limits flexibility and adaptability, making it hard to respond to emerging opportunities that are often capitalized by smaller, more nimble organizations.

Analytics and financial performance

A research conducted by Afolabi, et al (2024) investigated the influence of Business Analytics (BA) on the financial performance and economic contribution of Small and Medium-sized Enterprises (SMEs). It explored how indicators of financial performance and economic implications like job creation and local investments are affected by the amount of BA applications. In this quantitative study, data was gathered from 200 respondents. Respondents were managers and executives of different SMEs. The results show positive relationship between BA application and SME performance. Particularly, the regression analysis demonstrates that the degree of BA application illustrates nearly 43.4% of the variance in financial performance and economic contribution. This is in line with the Resource-Based View (RBV) and Diffusion of Innovations Theory. It means that SMEs that apply BA adequately improve economically and usually have better financial performance.

Analytics and tactical performance

Business analytics plays a crucial part in the decision-making process of modern businesses. By employing data and analytics technologies, organizations can acquire better insights into their operations, customers, and competitive landscape, find new possibilities and make better-informed, data-driven decisions that can propel their growth and success.

At the strategic level, business analytics can assist executives and senior managers in making decisions regarding long-term planning, creating goals and objectives, and deciding the future path of the organization. However, at the tactical level, business analytics provide insights into sales data, production data, and supply chain data, facilitating tactical decision-making. On the other hand, at the operational level, business analytics can assist front-line managers and staff in making operational choices. On the whole, it can provide insights into consumer interactions, inventory levels, and product quality, aiding operational decision-making. https://www.linkedin.com/pulse/role-business-analytics-decision-making-onlinemanipal/ Retrieved 11/10/23).

Analytics and adaptive performance

Business Analytics (BA) also has its application in the retail sector. As a result of the application of BA, the performances of companies in revenues, profit, reduction in different types of costs, such as salary costs, inventory costs, administrative costs, production costs have improved (Ramanathan et al., 2017). Overall, business analytics is a critical/crucial tool for organizations looking to gain a competitive advantage and profitability in today's data-driven business environment. By leveraging data and analytics, organizations can make more informed decisions, optimize business processes, and improve overall performance.

Findings/Results

It was found that the success of creativity and innovation led by structure and strategy determine the competitive advantage of a business enterprise. Organic frameworks/structures (divisional, matrix, team-based, circular structures, and network structures) are suitable in dynamic and unstable environments where business needs to quickly adapt to change, because organic structure gives the organization the flexibility to deal with fast-paced environmental change (Ovington and Mangtani 2024).

Similarly, an effective organizational framework can help businesses reduce costs, promotes lasting innovation and higher revenue, while improving productivity and competitiveness, allowing them to stay successful even when things change (Ovington, and Mangtani, 2024); (https://www.adaptiveus.com/resources/).

Findings from this study also reveal that business analytics helps to improve business performance (Kumari, 2023); (Adibfar, Gulhare, Srinivasan and Costin, 2022). This indicates that firms that apply business analytics adequately improve economically and usually have better financial performance; increase in revenue hence profitability, and large economic rewards (Afolabi, et al, 2024).

Discussion and Conclusion

Drawing from the findings of this study, organic frameworks/structures are useful in dynamic, unstable environments where business needs to quickly adapt to change, because organic structure gives the organization the flexibility to deal with fast-paced environmental change (Ovington and Mangtani 2024). The organic structures identified in this study are: divisional, matrix, team-based, circular structures, and network structures. Kumari, (2023) lends credence to this saying "businesses across all industries and of all sizes utilize frameworks to attain their objectives and remain competitive in an ever-changing business environment". Accordingly, an effective organizational framework can help businesses reduce costs while improving productivity and competitiveness (https://www.adaptiveus.com/resources/). This is opposed to rigid structures of large organization that limits flexibility and adaptability, making it hard to respond to emerging opportunities that are often capitalized by smaller, more nimble organizations (Spada, 2023).

Likewise, maintaining the right structure makes organizations more flexible and adaptable. This promotes lasting innovation and higher revenue. It helps them to attain their objectives; remain competitive, manage its work, and respond to new challenges in an ever-changing business environment (Mishra, 2023), (Kumari, 2023) & (Ovington, and Mangtani, 2024)

Business analytics which involves the use of statistical and quantitative analysis techniques to extract meaningful insights from data to improve business performance (Kumari, 2023), provide information for smooth running of operations in a timely, and cost-effective manner, resulting in the overall improvement in their performance (Adibfar, Gulhare, Srinivasan and Costin, 2022). This is because business analytics helps organizations to gain insights and make informed decisions (Offei, 2023). This finding is supported by Ramanathan et al., (2017) who established that the application of business analytics, improves the performances of companies in revenues, profit, reduction in different types of costs, such as salary costs, inventory costs, administrative costs, and production costs.

In addition, findings from this study indicates that firms that apply business analytics adequately improve economically and usually have better financial performance; increase in revenue hence profitability, and large economic rewards (Afolabi, et al, 2024). This is because business analytics is a scientific and objective situation analysis tool.

Conclusion is drawn that business frameworks and analytics are critical/crucial tools for organizations looking to gain a competitive advantage, profitability and survival in today's data-driven/changing business environment.

Based on the findings of this study, it is recommended that for organizations to triumph, they need to creatively and innovatively develop response mechanisms necessary for changes, and to navigate through uncertainties/challenges. Depending on the nature of their operation, they need to design a suitable and organic structure.

For organizations to perform in the post COVID era and fast-paced changing world, they need to rise up to, identify where they are, define where they intend to go, determine how to get there, access when they gets there, and determine what to do when they gets there, and evaluate their performances continually, this is where business analytics comes in. It is essential also that they have to look inward and outward, scan and conduct environmental analysis to identify forces inherent in the environment that significantly affets their operations.

Limitations and Direction for Future Research

Changes do not respect people or institutions; challenges/crisis affects everyone without distinction. This study on modeling the organization to navigate the challenges predisposed by COVID-19, was based on scooping of related and current literature. It would have been better to conduct an empirical study to establish the effect and intensity of this challenge in different settings/societies. This study identified and tagged divisional, matrix, team-based, circular structures, and network structures as emerging frameworks, future studies should be undertaken to support or refute this findings. Again, organizational performance proxies of: tactical performance (strategy and innovation), and adaptive performance (agility and flexibility) were employed, other dimensions of performance should be studied.

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