

Research Article

Global Supply Chain Management and Resilience: A Systematic Literature Review

Hika Debela Biru^{1,*} , Zerihun Ayenew Birbirs² 

¹Department of Marketing, Wollega University, Nekemte, Ethiopia

²Department of Management, Jimma University, Jimma, Ethiopia

Abstract

The main purpose of this systematic review is to examine the empirical findings with regard to global supply chain management and resilience. The review focuses on identifying insights and empirical findings, theoretical foundations used, the methodologies employed and the existing gaps and possible future recommendations in the topic areas. The researcher used screening criteria as per the PRISMA guide lines to select articles from reputable databases. A total of 39 articles were meet the selection criteria used to identifies the relevant and quality studies to be reviewed. Descriptive and thematic analysis was used to in this review to review the articles qualitatively. The review result shows dynamic capability and resource based view was the most frequently utilized theory in the reviewed articles; methodologically majority of the studies employed quantitative and qualitative approaches separately; PLS-SEM, SEM and regression analysis were the dominant data analysis methods applied in the study and finally lack of theoretical integration studies, lack of longitudinal studies, lack of standardized scales, limited mixed studies and geographically concentrations, and exploring newly emerging topics are some of the major gaps identified in the reviewed paper. The researcher recommended that organizations should develop balanced resilience capability portfolios that include redundancy, flexibility, visibility, and collaboration rather than relying on any single approach and also supply chain relationships should be managed as strategic assets that provide resilience benefits beyond operational performance.

Keywords

Supply Chain Management, Supply Chain Resilience, Supply Chain, Resilience, Global Supply Chain, Systematic Literature Review

1. Introduction

Global supply chains have been a fundamental aspect of international trade for several years. Global supply chains encounter extraordinary obstacles from geopolitical tensions, climate change, economic fluctuations, and technological interruptions, emphasizing the essential importance of SCR as a fundamental approach for companies to sustain stability and

competitive edge [39]. It also encounters heightened disruptions due to replicated threats, geopolitical volatility, severe weather events, and various economic, social, and environmental sustainability issues [15]. Furthermore, recent political, economic, and health impacts have greatly altered the global supply chain industry [5]. With the escalation of these

*Correspondence: Hika Debela Biru (hika8567@gmail.com)

Received: 28 July 2026; **Accepted:** 12 August 2026; **Published:** 27 August 2026



Copyright: © The Author(s), 2026. Published by Science Publishing Group. This is an **Open Access** article, distributed under the terms of the Creative Commons Attribution 4.0 License (<http://creativecommons.org/licenses/by/4.0/>), which permits unrestricted use, distribution and reproduction in any medium, provided the original work is properly cited.

disruptions, improving SCR has become as a crucial strategic focus.

In periods of stability, the function of supply chains was infrequently discussed; businesses, politics, and society regarded SC as a reliable means to consistently deliver and provide goods throughout the value chain [17]. The challenges arising from the COVID-19 pandemic and the Russian attack of Ukraine exposed the vulnerability of international supply chains, resulting in numerous difficulties across all institutional levels and prompting a reconsideration of the validity of global growth and the geographic division of supply chains [14, 17]. Interruptions in worldwide supply chains and their cascading impacts pose a major threat to international trade and the economy at both the institutional and organizational levels [17]. For instance, we can take the current disruption happened because of US-Israel-Iran war which causes energy supply volatility, logistics and shipping bottlenecks and economic effects are some of the problems we are facing.

Moreover, according to [40] along with [6] indicate that this new time characterized by growing environmental issues, geopolitical conflicts, and worldwide disruptions, conventional efficiency-oriented supply chains have revealed notable weaknesses. These disturbances have exposed the weaknesses and fragilities of conventional SC that depend exclusively on cost reduction and efficiency enhancement [40]. Simultaneously, due to increasing environmental concerns, the majority of SCs are currently shifting to a supportable strategy to stay competitive and robust. Consequently, the transition to innovative approaches for ensuring sustainability has become increasingly important. Additionally, [40] states that many prevailing theories in supply chain management adopt a simplistic and unchanging viewpoint regarding the supply chain and its management, promoting a global pursuit of low cost labor and materials. Consequently, supply chains frequently operate with limited consideration for their broader contextual environment. This perspective overlooks that supply chains have turned into systems that also vulnerable and detrimental.

Supply chain management is fundamentally based in engineering and social sciences, yet this variety is seldom represented in studies about SCR [40]. SCR explained as the adaptive ability of a SC to get ready for unforeseen occurrences, react to disturbances, and bounce back from them whereas confirming ongoing activities and protecting organizational performance. SCR is explained as the capacity of a SC to return to its early condition, preferable condition after experiencing disruptions [8]. It signifies the supply chain's capacity to avert, address, and bounce back from risks that create discrepancies between supply and demand. Recently SCR described as the capability of a SC to endure, adjust, or evolve in response to changes [40]. Consequently, the resilience of the SC increases when the chances of mismatches are reduced; the post-recovery condition is improved [14]. SCR seeks to improve the capacity of SC to withstand, react to, and recover from disruptions [29].

The significance global SCR was emphasized on the current

global events. The outbreak of COVID-19, pandemic, in particular, showed the brittleness of lean, just in time SC that had been optimized for cost efficiency at the price of flexibility and redundancy [11]. Organizational resilience encompasses far more than just the capability to recover following a crisis [40]. Recent disruptive occurrences, especially the COVID-19 pandemic, increasing tariffs and trade conflicts, a resurgence in protectionism, and geopolitical strains, have distinctly revealed the vulnerabilities of contemporary supply chains and severely tested the established management practices that have influenced global operations for many years [29]. The increasing importance of SCR has drawn the interest of numerous researchers, and several studies offer a summary of the scholarly literature from various viewpoints [14]. Most of the academic research in the past decade was about different perspectives, theoretical contexts and diverse methodological approaches. Furthermore, the literature offered several models and frameworks to clarify the thoughts of SCR. Nonetheless, it is still uncertain how organizations might swiftly and temporarily adapt their supply chains and what capabilities are necessary during the crisis [10].

Researchers have investigated resilience from multiple angles, including operational capabilities, strategic orientations, technological enablers, and organizational cultures. Various frameworks have been proposed to conceptualize and operationalize SCR, such as the adaptive cycle approach [1], the 4Rs framework comprising robustness, redundancy, resourcefulness, and rapidity [10], and capability-based models that emphasize flexibility, visibility and collaboration [7]. Even if researches were overdone on global SCM and resilience, they use different theoretical frameworks; the way they consider define is inconsistent, employed overlapping concepts, and their findings are inconsistent. The disintegration in the study poses challenges for researchers to look for improved theoretical understanding and the researchers decided to execute evidence based resilience strategies. Therefore, this systematic review combines the existing research knowledge and state possible research directions for future researchers. This systematic review was integrated current research findings and suggests potential research avenues for future scholars.

In this review the researcher wants to extensively study global supply chain management and resilience by following the guidelines of PRISMA 2020. By systematically examining the articles published in the reputable journals, by explaining the recently published research, identifying theoretical foundations, methodological approaches and discover the existing gaps in the selected articles and importance of conducting this systematic literature review is to contribution both theory and practice that provides academicians an overview about the subject, the dominant theories and to identify some possible future research direction in the subject areas.

Objective of the Study

- 1) To identify the key insights and empirical findings of global supply chain management and resilience.
- 2) To identify the theoretical foundations used in the study

of global supply chain management and resilience.

- 3) To analyze the methodological approaches utilized in global supply chain management and resilience research.
- 4) To identify the existing research gaps and indicate possible future research directions.

2. Related Literature Review

2.1. Concepts and Definitions of Global Supply Chain Management and Resilience

Supply chain management is viewed as the strategic and transparent coordination aimed at meeting the social, environmental, and economic goals of an organization by systematically integrating crucial inter-organizational business processes to increase the long term financial performance of the separate business as well as its SC. The idea of resilience emerged from ecological systems theory with describing resilience as a system's capacity to withstand disturbances while conserving its essential structure and role. Resilience is the ability to bounce back from a challenging moment and adjust following an unforeseen and a typical circumstance [4].

In literature, various scholars have described SCR in various ways, and there is still no consensus on these definitions. In the latest reviewed articles, [1] examined SCR via the concept of adaptive cycles, describing it as the ability of a SC to survive disturbances, reorganize during transformations, and maintain its function, structure, and feedback systems. The author's perspective emphasizes that resilience processes are dynamic and cyclical, and he also acknowledged that resilience is not fixed but is a developing ability that changes over time. In a similar vein, to define resilience [10] suggested four interconnected frameworks: retooling, repurposing, recalibrating, and reconfiguring. This framework plays a crucial role in applying resilience to empirical research. Additionally, [20] differentiated SCR from what they call SC disruption orientation, which is the strategic inclination to regard disruptions as chances for enhancement instead of just risks to be addressed.

2.2. Dimensions of Supply Chain Resilience

The key dimensions include; preparedness and proactive capabilities, which involve actions taken prior to disruptions, such as risk evaluation, scenario planning, management of buffer inventory, and the creation of alternative sourcing strategies [16]. The response and reactive functions kick in during a disruption, encompassing crisis management plans, emergency response protocols, and swift decision making and resource allocation [21]. The recovery abilities focus on reinstating standard operations, whereas adaptive abilities include gaining insights from disruptions and altering processes, structures, or strategies to improve future resilience [24]. The transformative and learning abilities as described by [18]

indicates that the peak level of resilience entails organizational transformation driven by experiences of disruption, which includes reworking supply chain structures, updating business models, and integrating resilience into the culture and strategy of the organization.

2.3. Conceptual Basis of the Studies

As indicated in different literatures dynamic capabilities theory has been extensively applied to explain supply chain resilience. For instance, based on dynamic capabilities theory [4, 23, 24, 34, 39] demonstrated that sensing, seizing, and transforming capabilities function as distinct but interconnected mechanisms that translate operational capabilities into superior performance outcomes under varying levels of environmental turbulence.

To examine the relationship among marketing alignment with supply chain management, SCRs, and firm performance; to developed resilience frameworks; examine the digitalization and circular practices in building sustainable SCR in emerging economies; and analyze SCR for handling the ripple effect in Industry 4.0 concerning green product diffusion RBV was used by researchers such as [9, 10, 31, 34] and researchers such as [3, 24] utilized KBV theory in their study to explain supply chain resilience.

To explain how inter organizational relationships contribute to SCR, social capital theory which emphasizes on the value of relationships, networks and trust were applied by [32, 36] and contingency theory was employed by [22, 26, 28, 30, 38] to determine the success of resilience strategies depends the nature and severity of global supply chain risks.

Complexity theory has been employed to understand supply chain resilience as an emergent property of multifaceted adaptive systems rather than a designed attribute that can be engineered through linear cause-effect relationships by [1, 12, 17, 24, 28, 33, 38].

3. Methodology

3.1. Study Approaches

To conduct this systematic literature review the researcher adopts PRISMA 2020 guidelines to systematically assess global SCM and resilience and to highlight the themes, trends and research gaps. This approach is frequently utilized to offer a thorough summary of the existing state of research in a particular field while pinpointing existing research gaps. In this systematic literature reviews because of the nature of research questions the researcher was used qualitative approach and to describe frequency of data analysis and research design journal and geographical distributions, country of publishers and impact factor of each journal quantitative approaches was also applied.

3.2. Journal Search Strategy and Selection Process

To conduct this SLR three major academic data bases were searched, these are Scopus and WoS and to cross validate whether the article is not indexed in both data bases Google scholars was used as a supplementary sources. In shaping this review the systematic data base search played a key role. Also secondary sources such as Springer nature, Wiley, emerald insight, ELSEVIER Tylor & Francis, and other supplement search were used. For the review the included articles were published from January 1, 2020 to April 20, 2026 in order to utilize the most recent published articles in English. In addition the research title global supply chain management key words such as SCM, SCR, global SC, supply chain, resilience were used to select the studies for this review.

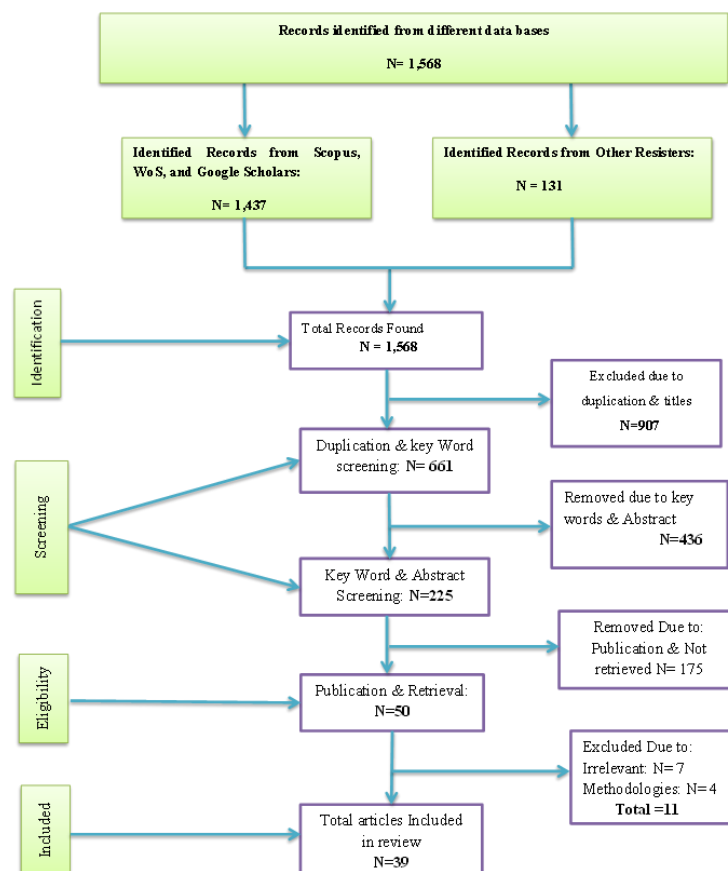
The initial data base search founds 1,568 and among these 1,437 articles published in Scopus, WoS, Google scholar and 131 in others. 907 articles were removed by limiting the subject areas to Business, Management, Accounting and finance, economics and social sciences 661 were left. Again by removing 386 articles based on the document type like articles, systematic review, literature review and also by considering the key words used in selection process and selecting articles published in English 225 passed to screening stages. Among these

in the screening process based on document type and source validity 175 papers excluded and based on the thematic scope of the paper 50 articles were exclude. Because of inability to access the full text by using direct link or database 7 articles were excluded. Further 4 additional papers were excluded due to unavailable data and insufficient focus and finally 39 articles were remained for eligibility assessment and reviewed in this systematic literature review.

3.3. Criteria for Inclusion and Exclusion

In this review specific inclusion criteria were defined as follows: the studies published only in English, the study covers period from 2020 to 2026, and with regard to discipline studies that published in business, management, accounting, social sciences and economics were considered and the targeted key words or other related concepts, empirical and conceptual/theoretical foundations that has contribution to supply chain resilience.

The subsequent exclusion criteria were established: the title that is not related with global supply chain management and resilience, non-peer reviewed and gray literature, studies with unclear methodologies an empirical findings, articles not published in English, published before 2020 and finally studies that is not found in full text or not accessible were excluded.



Source: Owner developed, 2026

Figure 1. PRISMA flow chart.

4. Results and Discussions

To achieve its main objectives this systematic literature review analysis includes 39 selected existing studies conducted

on global supply chain management and resilience and on other related topics selected from scientific research from data bases such as Scopus, WoS and Google scholars for cross validation.

Table 1. Summary of Articles Reviewed.

No	Authors	Title Research	Research design	Data analysis	Finding of the study	Journals	Country
1	[1]	Supply chain resilience: an adaptive cycle approach	Theoretical	Thematic analysis	The adaptive cycle idea can expand our comprehension of SCRes beyond specific scales, incorporating resilience across various scales. Adaptive cycles might also provide us with fresh perspectives on the types of skills needed to prevent stagnation and foster system renewal as resilience fluctuates over time	The international journals of logistics Mgt	USA
2	[2]	Enhancing resilience and sustainable healthcare supply chains: integrating circular economy and dynamic barrier management	Conceptual	Thematic analysis	The study investigated the role of dynamic risk Mgt in mitigating significant product shortages and enhancing the resilience and sustainability of healthcare supply chains.	Discover Sustainability	Multiple
3	[3]	Achieving resilience through knowledge management practices and risk management culture in agri-food supply chains	Quantitative	SEM	This study fills the existing knowledge gap in earlier research using an empirical framework exploring the connection between SC risk, KM, RMC, and SCRes within the Australian agri-food supply chains.	Supply Chain Mgt: An International Journal	Multiple
4	[4]	The impact of supply chain transparency and SCR on supply chain risk management: a moderation effect modelling	Quantitative	PLS-SEM	The findings indicated that the proposed r/ships were statistically significant, and all connections were positive.	Supply Chain Mgt: An International Journal	Multiple
5	[5]	Artificial intelligence-driven innovation for enhancing SCR and performance under the effect of supply chain dynamism: an empirical investigation	Quantitative	SEM	Our results indicate that although AI directly influences SC performance in the short run, it is advisable to use its information processing abilities to develop SCR for enduring SC performance.	Annals of Operation Research	Multiple
6	[6]	Exploring the interplay b/n green practices, resilience, and viability in SC: a systematic literature review	Systematic review	Thematic analysis	The research uncovered commonly used eco-friendly practices and examined their influence on supply chain robustness and sustainable outcomes.	Logistics	Morocco
7	[7]	Flexibility in enhancing SC resilience: developing a resilience capability portfolio in the event of severe disruption	Mixed method	Thematic analysis	The findings indicated that using resilience strategies by themselves does not effectively improve SCP, whereas combining resilience strategies with the elimination of	Global Journal of Flexible Systems Mgt	Bangladesh

No	Authors	Title Research	Research design	Data analysis	Finding of the study	Journals	Country
					risk factors does enhance SCP.		
8	[9]	Supply chain resilience for managing the ripple effect in Industry 4.0 for green product diffusion	Simulation experiments	Mathematical Modeling	The adoption trends following the Bass model, alongside recovery speed and production on AM during the disruption period, indicate that trade-off choices exist among different combinations of I&PP strategies and information-sharing	IJ of Physical Distribution & Logistics Mgt	Multiple
9	[10]	The 4Rs supply chain resilience framework: a capability perspective	Qualitative	Thematic analysis	The research results reveal four distinct abilities referred to as the 4Rs: retooling, repurposing, recalibrating, and reconfiguring. Thus, the research offers a conceptual model of operational resilience to comprehend how production transition can be realized	Journal of contingencies and Crisis mgt	Multiple
10	[11]	Sustainable supply chain management - a key to resilience in the global pandemic	Quantitative	OLS Regression	Purchasing firms' SSCM efforts positively influence their SCRES. The harm caused by unforeseen supply chain interruptions is less severe when firms possess elevated SSCM levels and greater experience with it.	Supply Chain Mgt: An International Journal	Germany
11	[12]	Exploring supply chain and regional resilience through the analysis of the transport dimension	Quantitative	Panel data Regression	They have created an index that assesses regional supply chain resilience by analyzing transportation activities across various dimensions	Case Studies on Transport Policy	Spain
12	[13]	Achieving supply chain resilience in an era of disruptions: a configuration approach of capacities and strategies	Qualitative	Comparative analysis	The results show various SCR strategy setups viewed through absorptive, reactive, and restorative capabilities to attain resilience.	Supply Chain Mgt: An International Journal	Italy
13	[14]	Supply chain resilience: a review from the inventory management perspective	Systematic review	Thematic analysis	This article offers an extensive literature review on inventory management techniques to improve SCM, including stockpiling, multi-sourcing, capacity reservation, and adaptable supply contracts.	Fundamental Research	China
14	[15]	Building resilient and sustainable supply chains: a distributed ledger-based learning feedback loop	Qualitative	Thematic analysis	The research introduces the DLT-LFL framework, merging sensing, decision-making, adaptation, and predictive learning from decentralized operational data, enabling SC to more effectively foresee disruptions, modify processes in real-time, and consistently enhance resilience and sustainable practices.	Sustainability	Multiple
15	[17]	Neo-institutionalism in supply chain management: from supply chain susceptibility to SCR	Conceptual review	Theoretical synthesis	This study examines the present situational significance to gain insights into the diverse and systematic ways in which logics impact both SC vulnerability and SC robustness. They formulate six	Management Research Review	Multiple

No	Authors	Title Research	Research design	Data analysis	Finding of the study	Journals	Country
16	[18]	Resilience in global SC: analysis of responses, recovery actions and strategic changes triggered by major disruptions	Qualitative	Thematic analysis	propositions regarding how complexity can be lowered for SC vulnerability Our research indicates that the occurrence of persistent and regular disruptions becoming the new operating environment for global supply chains is leading to a secondary transformation at the organizational level	Supply Chain Mgt: An International Journal	Multiple
17	[19]	Blockchain in supply chain mgt: a comprehensive review of success measurement methods	Systematic Review	Thematic analysis	Our results highlight the widespread relevance of blockchain technology across multiple industries, connecting both operational and strategic goals.	Management Review Quarterly	Germany
18	[20]	From SCR to supply chain disruption orientation: the moderating role of supply chain complexity	Quantitative	SEM	The findings indicated that SCR notably mediated the connection b/n SCR enablers and the orientation towards SC disruption. Moreover, SC complexity positively influenced the enablers of supply chain resilience and the overall supply chain resilience	Journal of Enterprise Information Management	Multiple
19	[21]	How firm level responsiveness influences supply chain network resilience	Systematic Review	Thematic Analysis	Our examination indicates that changes in processes and structures at the organizational level are essential factors that affect resilience.	Journal of Physical Distribution & Logistics mgt	USA
20	[22]	An integrated model of supply chain resilience considering supply and demand uncertainties	Conceptual	Framework development	The outcomes of computational experiments illustrate methods to manage uncertainty via adaptability and redundancy.	International Transactions in OR	Multiple
21	[23]	Enhancing resilience in logistics: the role of HR-SCM practices and AI technology readiness	Quantitative	PLS-SEM	The results suggest that organizational resilience, supported by robust human resource practices and artificial intelligence integration is essential for sustaining long-term resilience and competitive advantage amid global disruptions.	International Journal of IS and SCM	Multiple
22	[24]	Sustainable supply chain and organizational resilience: evidence from China	Quantitative	Regression Analysis	The finding show a positive r/ship b/n the level of sustainability of the SC network nearby a company and its organizational resilience, as enhanced risk resistance and adaptability allow companies to better utilize sustainable SC to boost their resilience	Accounting and Finance	China
23	[25]	Resilience in supply chain risk management in disruptive world: rerouting research directions during and after pandemic	Bibliographic Review	Thematic analysis	Through the examination of articles released since 2020, this study observed a shift in research focus regarding SC risk and resilience, pinpointing three additional titles that were not previously identified as separate areas.	Annals of Operation research	Multiple

No	Authors	Title Research	Research design	Data analysis	Finding of the study	Journals	Country
24	[26]	Enhancing supply chain resilience through industry specific approaches to mitigating disruptions	Conceptual review	Theoretical synthesis	This research scrutinizes the adaptive strategies and resilience processes employed by businesses across different sectors to handle risks and ensure continuous operations.	OPSEARCH	India
25	[27]	The effect of SCR strategies on operational performance of humanitarian organizations in Zimbabwe during the Coronavirus period	Mixed approach	SEM	The study results indicates that strategies SCR positively influenced operative performance in humanitarian organizations throughout the Coronavirus period	Cogent Business & Management	Zimbabwe
26	[28]	Unraveling the resilience strategies for supply chain network designs	Quantitative	Both Factor & Comparative analysis	Results indicate that distributed SC show greater correlations with 14 of the resilience indicators.	Supply Chain Mgt: An International Journal	Multiple
27	[29]	New normal, new norms: towards sustainable and resilient global logistics and supply chain management	Conceptual review	Theoretical synthesis	This consolidates original and significant studies that reconsider the future of GLSC, explores its continuous evolution, analyzes the changing terrain of management research within this field, and recognizes new paradigms, methods, and frameworks that are facilitating the shift	Transportation Research Part E	Multiple
28	[30]	Resilience of global supply chains with logistics service uncertainty: on shoring versus offshoring strategy	Simulation	Mathematical modeling	This study examined the relationship between shoring strategies and logistics service networks amid uncertainty and their joint effect on SCR	Transportation Research Part E	Multiple
29	[31]	Building sustainable SCR through digitalization and circular practices: evidence from emerging economies	Quantitative	SEM	The results emphasize the significance of cohesive digital and circular policy structures for boosting resilience and promoting sustainable growth in developing economies	Sustainability	Multiple
30	[32]	Nurturing family business resilience through strategic supply chain management	Qualitative	Thematic analysis	This study demonstrates how elements like the focus on quality products & services by family firms aid in reaching non-economic goals that owners pursue to balance family and business demands, generating inherent added value for the organization	Journal of Family Business Management	Multiple
31	[33]	Developing supply chain resilience through integration: An empirical study on an e-commerce platform	Quantitative	Regression	The findings improve existing knowledge regarding the elements that lead to the creation of SCR and indicate that the connection b/n mixture and resilience must be explored within a contingency framework.	Journal of Operations Management	China

No	Authors	Title Research	Research design	Data analysis	Finding of the study	Journals	Country
32	[34]	The role of SCR and absorptive capacity in the r/ship b/n marketing SC Mgt alignment and firm performance: a moderated mediation analysis	Quantitative	Regression	The alignment capabilities b/n marketing and SCM has a clear direct effect on SC responsiveness, which subsequently plays a crucial indirect role in firm performance	Journal of Business & Industrial Marketing	Saudi Arabia
33	[35]	Enhancing Supply Chain Resilience Through a Fuzzy AHP and TOPSIS to Mitigate Transportation Disruption	Qualitative	Thematic analysis	The results indicated that in manufacturing SC, the greatest danger was linked to travel time, and the most efficient way to reduce it was identified as enhancing highway networks.	Sustainability	Multiple
34	[36]	The influence of global value chain governance on supply network resilience	Qualitative	Thematic analysis	The finding revealed at the network level, governance r/ships based on market and relational factors resulted in increased vulnerabilities during COVID-19 when contrasted with hierarchical and modular governance relationships.	Supply Chain Mgt: An International Journal	Multiple
35	[37]	Enhancing sustainable global SC performance: a multi-criteria decision-making-based approach to industry 4.0 and AI integration	Qualitative	Thematic analysis	Findings indicate that monitoring and reducing emissions, along with energy efficiency, are paramount in the environmental aspect, whereas SC traceability and intelligent inventory mgt lead in the operational sector.	Sustainability	Multiple
36	[38]	Understanding the r/ships b/n global SC risk and supply chain resilience: the role of mitigating strategies	Quantitative	SEM	Enhancing supply Chain capability serves as a key mediating factor between SC risks and resilience, with the connections hinging on the effectiveness of seven mitigating strategies	Supply Chain Mgt: An International Journal	Multiple
37	[39]	Supply chain capability and performance under environmental uncertainty: the mediating role of multidimensional resilience	Quantitative	SEM	The study discovered that resilience, which includes absorptive, reactive, and recovery capability, notably mediates the link b/n SC capability and performance.	Systems	China
38	[40]	Two perspectives on supply chain resilience	Theoretical	Theoretical synthesis	It recognizes that supply chains must evolve over time to stay relevant, necessitating that managers focus on adaptability and transformability, while anticipating and shaping changes that happen outside the supply chain	Journal of Business Logistics	Multiple
39	[41]	Exploring the mechanism of how the market-based allocation of data elements affects the supply chain resilience of manufacturing enterprises: a perspective on data as a production factor	Quantitative	Regression	The results indicated that marketization of data factors greatly improves the resilience of SC in manufacturing firms, as verified through thorough robustness assessments. Mechanism analysis shows that the marketization of data factors enhances resilience by lowering information asymmetries,	Sustainable	China

No	Authors	Title Research	Research design	Data analysis	Finding of the study	Journals	Country
					increasing Mgt efficiency, reducing reliance on SC, and improving financing within the supply chain		

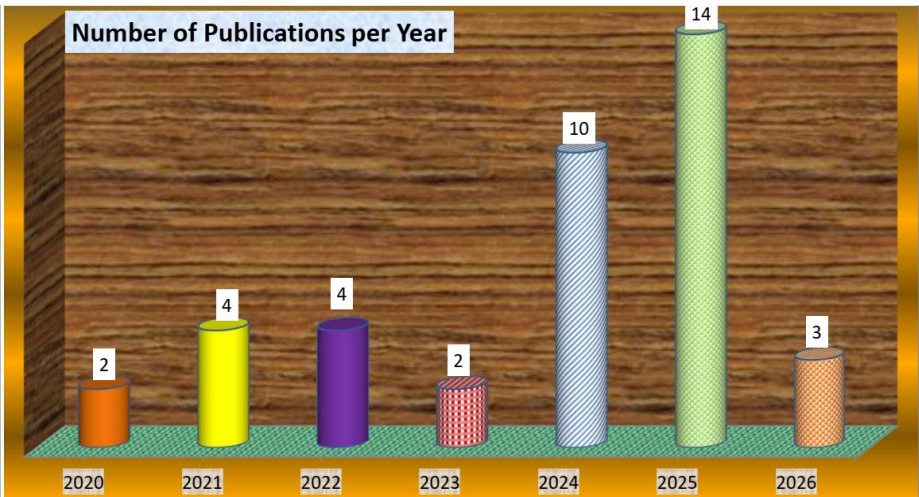
4.1. Descriptive Analysis

For the 39 publications selected for full text review by using descriptive analysis by following PRIMA the selection procedure. The journal type, distribution by year, geographical and methodologies used in the articles were described quantitatively as follows.

indicated in Figure 2 below among the selected studies 14 (35.9%) articles were published in 2025, 10(25.6%) articles were published in 2024 and 15 were published with in the remaining years. Which shows majority of the papers that is around 61.54% included in this systematic review were currently published. The findings from the analysis indicate that most studies on SCR included in the systematic review were recently published in 2024 and 2025.

4.1.1. Publication Years

With regard to the number of articles selected per year as



Source: Owner developed, 2026

Figure 2. distributions by publication years.

4.1.2. Journals Across Articles

As shown in Figure 3 below, out of the 39 chosen papers, 8 (21%) articles appeared in Supply Chain Mgt: An International Journal, 5 (13%) in Sustainability, 2 (5%) in

Transportation Research Part E, another 2 (5%) in International Journals of Physical Distribution and Logistics Mgt, and the remaining 22 (56%) were published in various peer-reviewed journals. This outcome shows that most of the articles in this systematic review appeared in several peer-reviewed journals.

Table 2. list of journals across articles.

List Journals	No of Articles Reviewed	Percentage
Supply chain mgt: an international journal	8	21%
Sustainability	5	13%

List Journals	No of Articles Reviewed	Percentage
Transportation research part E	2	5%
International journal of physical distribution & logistics mgt	2	5%
Systems	1	3%
Opsearch	1	3%
Operation management research	1	3%
Management review quarterly	1	3%
Management research review	1	3%
Logistics	1	3%
Journals of operation mgt	1	3%
Journal of supply chain management	1	3%
Journal of family business mgt	1	3%
Journal of enterprise and international mgt	1	3%
Journal of business & industrial marketing	1	3%
International transactions in operational research	1	3%
International journal of production research	1	3%
International journal of information systems & scm	1	3%
International journal logistics mgt	1	3%
Global of flexible systems mgt	1	3%
Discover sustainability	1	3%
Cogent business and management	1	3%
Case studies on transport policy	1	3%
Annals of operation research	1	3%
Accounting and finance	1	3%
Annals of operation research	1	3%
Total	39	100

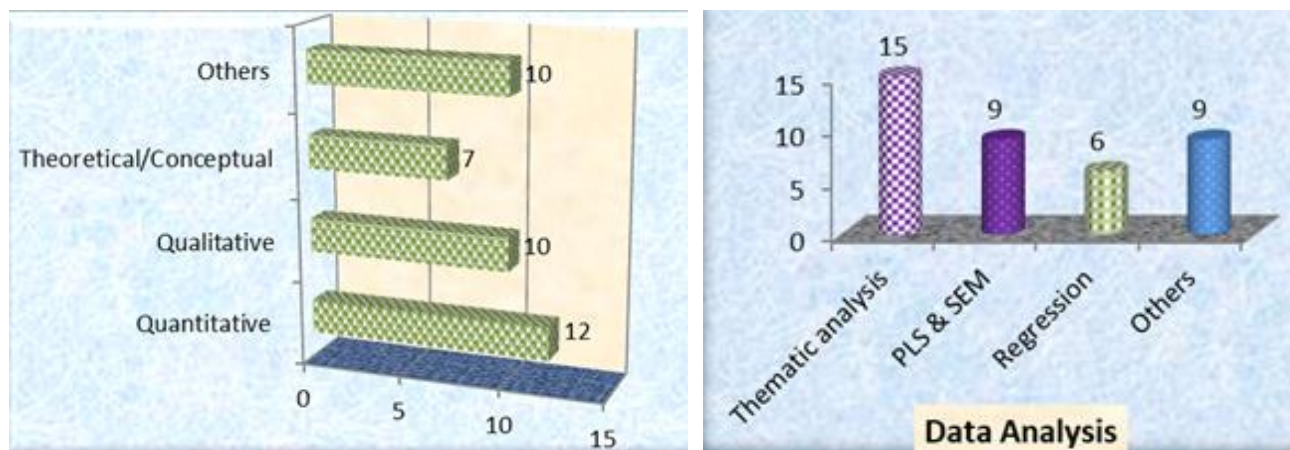
Source: Owner developed, 2026

4.1.3. Research Methodologies Applied

The articles selected for this systematic review includes different conceptual/theoretical, systematic review, quantitative, qualitative, and mixed-method studies. This diverse research poses a challenge in comparing the results because each them have their own advantages and disadvantages. As shown below in Figure 4, the methodological distribution of the selected studies revealed that quantitative approaches were used by 12 (30.77%), qualitative approaches by 10 (25.64%), and theoretical/conceptual by 7 (17.95%), whereas the remaining 10 (25.64%) utilized mixed methods, systematic reviews, simulations, case studies and others. The analysis result showed

that most of the selected articles (74.36%) were empirically investigated and theoretical. According to the analysis findings concerning the methodological strategies, longitudinal studies and mixed empirical studies focused on SCR in the reviewed articles are still quite infrequent.

With regard to the data analysis techniques applied 15(38.46%) studies used thematic analysis, 9(23.1%) PLS & structural equation modeling (SEM), 6(15.38%) used regression analysis while the others used descriptive, theoretical synthesis, mathematical modeling and factor analysis and comparative analysis. The result shows majority (76.94%) of the selected articles used PLS and SEM, thematic and regression analysis.

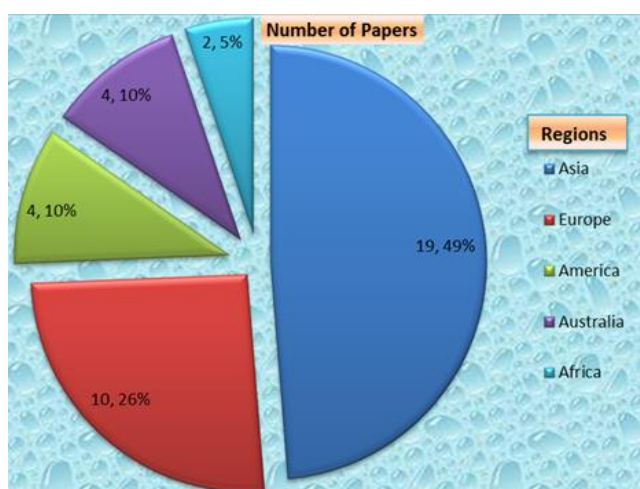


Source: Owner Developed, 2026

Figure 3. Research methodologies and Data analysis used.

4.1.4. Geographical Distributions

According to Figure 5, of the 39 studies selected, 19 (48.72%) were conducted in Asia (7 in China, 2 in Saudi Arabia, 2 in India, 2 in South Korea, 2 in Jordan, and 1 each in Indonesia, Palestine, Turkey, and Pakistan), 10 (25.64%) in Europe (2 in Germany, 2 in Spain, and 1 each in Italy, Lithuania, Slovakia, Spain/UK, Germany/Russia, and Denmark/Germany), 4 (10.25%) in America, 4 (10.25%) in Australia, and the remaining 5% in Africa. The analysis results indicate that 74.36% of the studies included in this systematic review originate from Asia and Europe, suggesting that most of the recently published research on SCM is found in these continents. The results of the analysis show that the articles examined are confined to two continents, which may lead to a biased outcome.



Source: Owner Developed, 2026

Figure 4. geographical distributions of the studies.

4.2. Thematic Analysis

4.2.1. Theoretical Insight Analysis

With regard to capability based perspectives on resilience [10] illustrate four particular capabilities referred to as the 4Rs framework such as distinguishing retooling, repurposing, recalibrating and reconfiguring as a separate yet interrelated skills. This viewpoint was extended by developing a resilience that focuses flexibility as a fundamental ability in facilitating adaptation in various disruption situations [7]. [21] also investigated the impact of firm-level responsiveness influences supply chain networks resilience. [39] Investigated how supply chain capabilities, including entrepreneurial leadership, collaborative ability and digital transformation strengthen resilience which in turn mediates its effect on performance. Regarding SCR through the empowerment of digital technologies, the research focused on how Distributed Ledger Technology (DLT) can aid in SCR [15], the combination of Industry 4.0 and Artificial Intelligence (AI) technologies by [37], blockchain in SCM by [19], digitalization and circular practices by [31], network and structural perspectives in supply chain resilience by [36], transport network analysis by [12] and on shoring versus offshoring strategies under logistics service uncertainty by [30]. As indicated above in the reviewed articles many author tried to assess SCR through the use of digital technologies. In addition, with regard to the association between sustainability and resilience, the possible interaction of sustainable SCM and their SCR [11], integrated circular economy [2], integration of resilience and sustainability objectives by [18] were used in the reviewed articles.

Various strategic and organizational factors influencing supply chain management were recognized in the chosen studies, such as knowledge acquisition, assimilation, and application [3] the way marketing SCM alignment facilitates SCR [20, 34] presented SC disruption orientation as a strategic element, and [32] analyzed resilience in family businesses. Moreover, [2, 27] have repeatedly recognized SC collaboration as a facilitator of resilience. Concerning the implications and results of supply

chain resilience, various empirical research findings have been reported in numerous literatures by [7, 27, 34].

4.2.2. Theoretical Foundation Analysis

With regard to dynamic capabilities theory different literatures indicated that it has been extensively applied to explain supply chain resilience. This theory explains resilience as an organization's capacity to integrate, develop, and reorganize internal and external capabilities to respond to dynamic environments. In the reviewed articles this theory is the most dominant. In the studies selected for this review the researchers employed this theory includes; [4, 5, 7, 13, 21, 34, 38, 39], integrate dynamic capabilities with innovation theory to analyze how AI-driven innovation improves and to conceptualize the global supply chain management and resilience. According to RBV to achieve a sustainable competitive edge resources must be valuable, rare, difficult to imitate, and irreplaceable. The knowledge-based perspective, an extension this, highlights knowledge as the most strategically crucial organizational asset. The RBV & KBV theories were employed by researchers such as [9, 10, 18, 31] by focusing on resource based view and [3, 24] employed knowledge base perspectives and in addition to the above theory [33, 41] also used information processing theory to assess global supply chain management.

To systematically understand the concept of supply chain resilience researchers such as [1, 12, 17, 28, 29, 36, 40] employed different theories which was included under complexity theory and adaptive system theories. Further in this review the information processing theory was applied by researcher like [15, 19, 33, 37, 41]. In the reviewed literature to explain supply chain resilience the author also applied contingency theory and social capital theory. Researchers such as [6, 13, 22, 26, 28, 30, 38] employed contingency theory to support supply chain resiliency study and Social capital theory was employed by [11, 27, 32, 36] to examine sustainable supply chain resilience.

In general, various researchers applied different theoretical foundations such as dynamic capability, resource based view or knowledge based view, complexity and adaptive systems theory, information processing, contingency, and social capital theories employed in the reviewed literature. Among these theories, the dynamic capability and resource-based or knowledge-based perspectives were the dominant theories utilized by various authors in the reviewed literature. These findings indicate that there is a limited integration of the theories employed by the researchers in the selected studies; this suggests that upcoming studies ought to emphasize both the integration of theories and empirical testing to clarify how they work together to account for resilience outcomes during disruptions, as well as across various geographical contexts.

4.3. Methodological Analysis

In the reviewed articles different methodological

approaches were employed, each with its own strengths and weaknesses. Quantitative survey research was utilized by [3-5, 11, 12, 20, 23, 24, 31, 33, 34, 38, 39, 41], where the articles reviewed typically employed SEM, PLS-SEM, and regression analysis in cross-sectional studies to facilitate hypothesis testing and generalization. Nonetheless, the findings from the researchers' analysis indicated that these studies might share common biases and cross-sectional limitations that limit causal interpretations. Moreover, the selected articles within the specified time frame show that longitudinal studies analyzing resilience over time are quite uncommon. In this review the researcher such as [10, 13, 15, 18, 32, 35-37] provided insights with regard to supply chain resilience by using qualitative approaches and thematic analysis. Moreover, [27, 32] conducted a case study research to provide a rich contextual understanding of supply chain resilience and the researcher employed mixed methods that combine qualitative and quantitative approaches. The analysis results from their study shows there is a limitation with generalizability.

In this systematic review theoretical and conceptual studies were conducted by [1, 2, 17, 29, 40] to contribute to the theoretical development of the field. In the studies of supply chain resilience numerous theoretical frameworks were observed which suggests that the field remains at a pre-pragmatic stage and it require a theoretical integration. Similarly, other studies included in this review employed modeling and simulation studies by [9, 22, 30] depending on the assumption that may not fully capture a real world complexity they tried to examine the dynamic and non-linear relationships.

4.4. Identified Research Gaps

Researchers like [1, 7, 9, 17, 25, 40] employed fragmented frameworks and inadequate measurements to investigate supply chain resilience. In this analysis, the reviewer found that there is an absence of theoretical integrations and standardized resilience scales employed within the article assessed for this review. Concerning the methodological gaps identified in [4, 31, 32, 34, 39], the majority of the studies employed cross-sectional designs, the use of mixed methods is notably scarce, and most of the research selected for this review is geographically limited to Asia and Europe. The reviewer noted the presence of few panel studies, limited mixed designs, a scarcity of research in Africa and Latin America, and an absence of longitudinal studies within the articles incorporated in this systematic review. Regarding the empirical gaps identified in [29, 30], most of the research was conducted within Asian and European contexts. The researcher indicated that the geographical distributions of the studies are limited, potentially affecting the generalizability of the findings.

Generally, the research concerning SCR is growing; nevertheless, the results remain inconsistent and scattered in the area. Consequently, in the future individuals interested in the study areas should concentrate on theoretical integration, utilizing longitudinal and mixed methods, expanding

geographically, and exploring newly emerging topics within the disciplines.

5. Summary, Conclusions and Recommendations

5.1. Summary of Findings

The to achieve the objectives of this review based on the systematic analysis of 39 peer reviewed articles on global supply chain and resilience and other related topics were reviewed, in order to identify the theoretical foundations and methodological approaches used and to assess their empirical findings, the existing gaps and provide possible future research directions in the selected articles. The key findings includes were stated as follows:

The findings from the analysis indicate that majority of studies (61.54%) included in this systematic review were recently published in 2024 and 2025. Regarding the research approaches the analysis result showed that most of the selected articles (74.36%) were empirically investigated and theoretical. In addition the data analysis utilized in this review shows majority (76.94%) of the selected articles used PLS and SEM, thematic and regression analysis. Geographically the analysis results indicate that 74.36% of the studies included in this systematic review originate from Asia and Europe, suggesting that most of the recently published research on supply chain resilience is found in these continents.

With regard to the empirical insight the evidence from the reviewed articles revealed that SCR research is very growing and the study's findings are fragmented and also some empirical evidence support that resilience improves performance during disruptions, but the level of its effect varies based on the contexts such as type of disruptions and industry. Further researcher identified some key dimensions of resilience such as the 4Rs frameworks, SCR conceptualized as multidimensional consisting preparedness, response, recovery and transformational capabilities. Moreover, supply chain resilience was greatly supported by digital technologies through improved visibility, predictive analytics, and a decentralized management.

From the theoretical perspectives, in the selected article six theoretical frameworks are identified and among these dynamic capability and resource based view was the most frequently utilized theory in the reviewed articles. From the methodological perspectives majority of the studies selected for this systematic review employed quantitative and qualitative approaches separately. PLS-SEM, SEM and regression analysis were the dominant data analysis methods applied in the study.

The major gaps identified in this review includes; lack of theoretical integration studies, lack of longitudinal studies, lack of standardized scales, limited mixed studies and geographically concentrations, and exploring newly emerging

topics like circular economy integration within the disciplines.

5.2. Conclusions

From the results of this review, the following conclusions were drawn:

- 1) Based on the reviewed articles the researcher concluded that SCR is a multidimensional concept and requires readiness, preparedness, response, recovery, and transformational capability. It is the result of a variety of complementary abilities created for certain disruption scenarios.
- 2) The findings from the analyzed articles indicated that SCR research is expanding significantly; however, the results of the studies are fragmented, and some empirical evidence suggests that resilience enhances performance in times of disruption.
- 3) The selected articles utilized six theoretical frameworks to support the studies conducted on supply chain resilience. Among these, dynamic capabilities and RBV/KBV emerged as the most predominant theories utilized in the analyzed articles.
- 4) Concerning the methodological strategies used in the selected articles for review, the majority of the studies employed a cross-sectional survey design. While these methods offer useful insights, they may be prone to common biases and have limited generalizability of their findings.
- 5) In this systematic review, the researcher identified several gaps, such as lack of integrated theories in the studies and their fragmentations, the dominance of cross sectional studies, geographical limitations, scarcity of longitudinal studies, lack of standardized scales for measuring resilience, and a limited range of emerging topics as a key gaps.

5.3. Recommendations

Based on the existing literature gaps in the reviewed articles, future research directions were stated as follows:

- 1) To understand how resilience has evolved over time in various disruption scenarios, future investigators should utilize longitudinal studies, mixed methodologies, broader geographical studies, and validate standardized scales for measuring resilience. From the reviewed articles, it is evident that most utilized quantitative and qualitative methods independently. Consequently, to enhance its generalizability and deepen the understanding of supply chain resilience, utilizing sequential designs is recommended.
- 2) In the analyzed articles, the researcher found that there is no uniform metric for assessing supply chain resilience. Hence, it is recommended to evaluate and create reliable measurement scales for resilience.
- 3) Finally, organizations should develop balanced

resilience capability portfolios that include redundancy, flexibility, visibility, and collaboration rather than relying on any single approach and also supply chain relationships should be managed as strategic assets that provide resilience benefits beyond operational performance.

Abbreviations

SC	Supply Chain
SCR	Supply Chain Resilience
RBv	Resource Based View
KBV	Knowledge Based View
SCP	Supply Chain Performance
SCM	Supply Chain Management
SEM	Structural Equation Modeling
PLS	Partial List Square

Author Contributions

Hika Debela Biru: Conceptualization, Data curation, Formal Analysis, Investigation, Methodology, Resources, Writing – review & editing, writing original draft

Zerihun Ayenew Birbirs: Project administration, Supervision, Validation, Visualization

Conflicts of Interest

The authors declare no conflicts of interest.

References

- [1] Adobor, H. (2020). Supply chain resilience: an adaptive cycle approach. *The International Journal of Logistics Management*, 31(3), 443-463. <https://doi.org/10.1108/ijlm-01-2020-0019>
- [2] Alfina, K. N., Ratnayake, R. M. C., Wibisono, D., Basri, M. H., & Mulyono, N. B. (2025). Enhancing resilience and sustainable healthcare supply chains: integrating circular economy and dynamic barrier management. *Discover Sustainability*, 6(1). <https://doi.org/10.1007/s43621-025-01270-1>
- [3] Ali, I., Golgeci, I., & Arslan, A. (2021). Achieving resilience through knowledge management practices and risk management culture in agri-food supply chains. *Supply Chain Management an International Journal*, 28(2), 284-299. <https://doi.org/10.1108/scm-02-2021-0059>
- [4] Al-Khatib, A. W. (2025). The impact of supply chain transparency and supply chain resilience on supply chain risk management: a moderation effect modeling. *Supply Chain Management an International Journal*, 30(5), 566-581. <https://doi.org/10.1108/scm-02-2025-0108>
- [5] Belhadi, A., Mani, V., Kamble, S. S., Khan, S. a. R., & Verma, S. (2024). Artificial intelligence-driven innovation for enhancing supply chain resilience and performance under the effect of supply chain dynamism: an empirical investigation. *Annals of Operations Research*, 333(2-3), 627-652. <https://doi.org/10.1007/s10479-021-03956-x>
- [6] Chajae, H., Oualidi, M. a. E., Hebaz, A., & Mharzi, H. (2026). Exploring the interplay between green practices, resilience, and viability in supply chains: A systematic literature review. *Logistics*, 10(1), 23. <https://doi.org/10.3390/logistics10010023>
- [7] Chowdhury, M. M. H., Chowdhury, P., Quaddus, M., Rahman, K. W., & Shahriar, S. (2024). Flexibility in enhancing supply chain resilience: Developing a resilience capability portfolio in the event of severe disruption. *Global Journal of Flexible Systems Management*, 25(2), 395-417. <https://doi.org/10.1007/s40171-024-00391-2>
- [8] Christopher, M., & Peck, H. (2004). Building the resilient supply chain. *The International Journal of Logistics Management*, 15(2), 1-14. <https://doi.org/10.1108/09574090410700275>
- [9] Dev, N. K., Shankar, R., Zacharia, Z. G., & Swami, S. (2021). Supply chain resilience for managing the ripple effect in Industry 4.0 for green product diffusion. *International Journal of Physical Distribution & Logistics Management*, 51(8), 897-930. <https://doi.org/10.1108/ijpdlm-04-2020-0120>
- [10] Dwaikat, N. Y., Zighan, S., Abualqumboz, M., & Alkalha, Z. (2022). The 4Rs supply chain resilience framework: A capability perspective. *Journal of Contingencies and Crisis Management*, 30(3), 281-294. <https://doi.org/10.1111/1468-5973.12418>
- [11] Eggert, J., & Hartmann, J. (2022). Sustainable supply chain management - a key to resilience in the global pandemic. *Supply Chain Management an International Journal*, 28(3), 486-507. <https://doi.org/10.1108/scm-10-2021-0463>
- [12] Feo-Valero, M., Botella-Andreu, A., Martínez-Moya, J., Pallardó-López, V. J., Requena-Silvente, F., & Sala-Garrido, R. (2024). Exploring supply chain and regional resilience through the analysis of the transport dimension. *Case Studies on Transport Policy*, 16, 101216. <https://doi.org/10.1016/j.cstp.2024.101216>
- [13] Gaudenzi, B., Pellegrino, R., & Confente, I. (2023). Achieving supply chain resilience in an era of disruptions: a configuration approach of capacities and strategies. *Supply Chain Management an International Journal*, 28(7), 97-111. <https://doi.org/10.1108/scm-09-2022-0383>
- [14] Guo, Y., Liu, F., Song, J., & Wang, S. (2024). Supply chain resilience: A review from the inventory management perspective. *Fundamental Research*, 5(2), 450-463. <https://doi.org/10.1016/j.fmre.2024.08.002>
- [15] Gurpinar, T., & Gulum, M. A. (2025). Building resilient and sustainable supply chains: a distributed Ledger-Based Learning feedback Loop. *Sustainability*, 17(20), 9023. <https://doi.org/10.3390/su17209023>
- [16] Habibi, F., Chakraborty, R. K., Abbasi, A., & Ho, W. (2025). Building resilient closed-loop supply chains: resilience enablers and diversified sourcing under global disruptions. *International Journal of Production Research*, 64(1), 192-219. <https://doi.org/10.1080/00207543.2025.2546653>

- [17] Herold, D. M., & Marzantowicz, Ł. (2024). Neo-institutionalism in supply chain management: from supply chain susceptibility to supply chain resilience. *Management Research Review*, 47(8), 1199-1220. <https://doi.org/10.1108/mrr-08-2023-0572>
- [18] Holgado, M., Blome, C., Schleper, M. C., & Subramanian, N. (2024). Brilliance in resilience: operations and supply chain management's role in achieving a sustainable future. *International Journal of Operations & Production Management*, 44(5), 877-899. <https://doi.org/10.1108/ijopm-12-2023-0953>
- [19] Hubschke, M., Buss, E., Holschbach, E., & Lier, S. (2025). Blockchain in supply chain management: a comprehensive review of success measurement methods. *Management Review Quarterly*, <https://doi.org/10.1007/s11301-025-00546-0>
- [20] Hussain, G., Nazir, M. S., Rashid, M. A., & Sattar, M. A. (2022). From supply chain resilience to supply chain disruption orientation: the moderating role of supply chain complexity. *Journal of Enterprise Information Management*, 36(1), 70-90. <https://doi.org/10.1108/jeim-12-2020-0558>
- [21] Jensen, J., Cole, D., Roath, A. S., Richey, R. G., Jr, & Thornton, L. (2025). How firm level responsiveness influences supply chain network resilience. *International Journal of Physical Distribution & Logistics Management*, 56(11), 47-69. <https://doi.org/10.1108/ijpdlm-07-2024-0264>
- [22] Lee, J., & Moon, I. (2024). An integrated model of supply chain resilience considering supply and demand uncertainties. *International Transactions in Operational Research*, 32(4), 1834-1860. <https://doi.org/10.1111/itor.13459>
- [23] Li, Y., & Ndiaye, A. (2026). Enhancing resilience in logistics. *International Journal of Information Systems and Supply Chain Management*, 19(1), 1-21. <https://doi.org/10.4018/ijisscm.401244>
- [24] Liu, H., Liu, Y., & Wang, Y. (2025). Sustainable supply chain and organizational resilience: evidence from China. *Accounting and Finance*, 65(4), 3649-3663. <https://doi.org/10.1111/acfi.70075>
- [25] Madzik, P., Falát, L., Copuš, L., & Čarnogurský, K. (2024). Resilience in supply chain risk management in disruptive world: rerouting research directions during and after pandemic. *Annals of Operations Research*. <https://doi.org/10.1007/s10479-024-06126-x>
- [26] Maheshwari, S., & Jaggi, C. K. (2024). Enhancing supply chain resilience through industry-specific approaches to mitigating disruptions. *OPSEARCH*, 62(4), 1687-1720. <https://doi.org/10.1007/s12597-024-00872-z>
- [27] Mawonde, D., Samuel, B., Nyoni, J., & Muzenda, A. C. (2023). The effect of supply chain resilient strategies on operational performance of humanitarian organisations in Zimbabwe during the Coronavirus period. *Cogent Business & Management*, 10(2). <https://doi.org/10.1080/23311975.2023.2246741>
- [28] Moatari-Kazerouni, A., Antonucci, Y. L., & Kirchmer, M. (2025). Unraveling the resilience strategies for supply chain network designs. *Supply Chain Management an International Journal*, 30(2), 263-282. <https://doi.org/10.1108/scm-10-2024-0676>
- [29] Pan, S., Ivanov, D., Chutani, A., Xing, X., Jia, F. J., & Huang, G. Q. (2025). New normal, new norms: Towards sustainable and resilient global logistics and supply chain management. *Transportation Research Part E Logistics and Transportation Review*, 201, 104276. <https://doi.org/10.1016/j.tre.2025.104276>
- [30] Pang, Y., Pan, S., Zhou, W., & Ballot, E. (2025). Resilience of global supply chains with logistics service uncertainty: Onshoring versus offshoring strategy. *Transportation Research Part E Logistics and Transportation Review*, 204, 104416. <https://doi.org/10.1016/j.tre.2025.104416>
- [31] Pawar, P. S., & Alsedais, B. A. (2026). Building Sustainable Supply Chain Resilience Through Digitalisation and Circular Practices: Evidence from Emerging Economies. *Sustainability*, 18(3), 1393. <https://doi.org/10.3390/su18031393>
- [32] Pont, A., & Simon, A. (2024). Nurturing family business resilience through strategic supply chain management. *Journal of Family Business Management*, 15(1), 68-101. <https://doi.org/10.1108/jfbm-11-2023-0272>
- [33] Qi, Y., Wang, X., Zhang, M., & Wang, Q. (2022). Developing supply chain resilience through integration: An empirical study on an e-commerce platform. *Journal of Operations Management*, 69(3), 477-496. <https://doi.org/10.1002/joom.1226>
- [34] Salam, M. A., & Bajaba, S. (2022). The role of supply chain resilience and absorptive capacity in the relationship between marketing-supply chain management alignment and firm performance: a moderated-mediation analysis. *Journal of Business and Industrial Marketing*, 38(7), 1545-1561. <https://doi.org/10.1108/jbim-02-2022-0105>
- [35] Samhour, M., Abualeenein, M., & Al-Atrash, F. (2025). Enhancing supply chain resilience through a fuzzy AHP and TOPSIS to mitigate transportation disruption. *Sustainability*, 17(16), 7375. <https://doi.org/10.3390/su17167375>
- [36] Statsenko, L., Scholten, K., & Stevenson, M. (2025). The influence of global value chain governance on supply network resilience. *Supply Chain Management an International Journal*. <https://doi.org/10.1108/scm-05-2024-0328>
- [37] Štreimikienė, D., Bathaei, A., & Streimikis, J. (2025). Enhancing sustainable global supply chain performance: a Multi-Criteria Decision-Making-Based approach to industry 4.0 and AI integration. *Sustainability*, 17(10), 4453. <https://doi.org/10.3390/su17104453>
- [38] Um, J., & Han, N. (2020). Understanding the relationships between global supply chain risk and supply chain resilience: the role of mitigating strategies. *Supply Chain Management an International Journal*, 26(2), 240-255. <https://doi.org/10.1108/scm-06-2020-0248>
- [39] Wang, J., Liu, Y., & Li, J. (2025). Supply chain capability and performance under environmental uncertainty: the mediating role of multidimensional resilience. *Systems*, 13(8), 618. <https://doi.org/10.3390/systems13080618>

- [40] Wieland, A., & Durach, C. F. (2021). Two perspectives on supply chain resilience. *Journal of Business Logistics*, 42(3), 315-322. <https://doi.org/10.1111/jbl.12271>
- [41] Yuan, H., & Du, X. (2025). Exploring the mechanism of how the Market-Based allocation of data elements affects the supply chain resilience of manufacturing enterprises: A Perspective on data as a production factor. *Sustainability*, 17(17), 7950. <https://doi.org/10.3390/su17177950>