INTERNATIONAL JOURNAL OF RESEARCH IN ECONOMICS AND FINANCE, 2026, Vol. 3, No. 6-1, 28-38- https://doi.org/10.71420/ijref.v3i6-1.317

Supply Chain Resilience in the Face of Global Crises: A Narrative Review of Resilience Strategies

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Abstract. Recent global crises, namely: the COVID-19 pandemic, geopolitical conflicts, and natural disasters, have highlighted the structural vulnerability of global supply chains. While the literature on supply chain resilience has significantly developed since 2020, existing works often remain sectoral or focused on a single disruption, without offering a cross-sectional synthesis of strategies that can be mobilized in response to crises of diverse nature. This narrative review aims to fill this gap by identifying, through an analysis of academic literature (Scopus, Web of Science), the most documented resilience strategies and deriving the theoretical and managerial insights that follow. On a theoretical level, the results confirm that the resilience of supply chains relies on three complementary capabilities (absorption, renewal, and appropriation) whose combined activation conditions post-crisis recovery. On the managerial level, organizations would benefit from moving beyond a reactive approach in favor of a proactive integration of risk management, diversification of supply sources, digital technologies, and the development of human skills.

Keywords: *Supply chain resilience; Global crises; Risk management; Flexibility; Adaptability; Narrative review.*

1. Introduction

In the wake of recent external disruptions (pandemics and epidemics: the COVID-19 pan-demic; geopolitical crises: the Russia-Ukraine conflict, and natural disasters such as the one Morocco recently experienced: the El Haouz earthquake), these disruptions have exposed vulnerabilities and weaknesses in supply chains. As a result, companies have been compelled to strengthen the resilience of their supply chains to maintain performance.

Supply chains play a crucial role in the functioning of modern economies. However, global crises such as pandemics, geopolitical conflicts, and natural disasters, have exposed the weaknesses of this complex system. It has become essential to adopt resilience strategies to ensure operational continuity and minimize disruptions in the face of these crises.

In this context, a narrative literature review was developed to examine and explore the literature on the subject; thus, this narrative review is part of an in-depth reflection on how supply chains can and must adapt to withstand fluctuations in the external environment, in order to answer the following question: How can supply chains strengthen their resilience in the face of global crises?

Despite the abundance of works published since the COVID-19 pandemic, the literature on supply chain resilience remains fragmented: most studies focus on a single type of disruption, a specific

industry, or a particular geographic region. Few studies offer a cross-sectional and integrated view of resilience strategies applicable to various crisis contexts. This narrative review stands out in that it offers a multi-strategy and multi-crisis synthesis, allowing for the identification of common levers of action for organizations facing disruptions of different origins.

This article makes a dual contribution. On a theoretical level, it enriches the conceptual framework of supply chain resilience by articulating the dimensions of absorption, renewal, and appropriation around a coherent set of strategies derived from the post-COVID-19 literature. On the managerial level, it offers practitioners (supply chain managers, procurement directors, risk managers) an operational framework of resilience strategies.

2. Methodology

This study is based on a narrative literature review that aims to analyze and synthesize previous research on the resilience of supply chains in the context of global disruptions. Reputable databases like Scopus and Web of Science (WoS) were used to identify scientific articles.

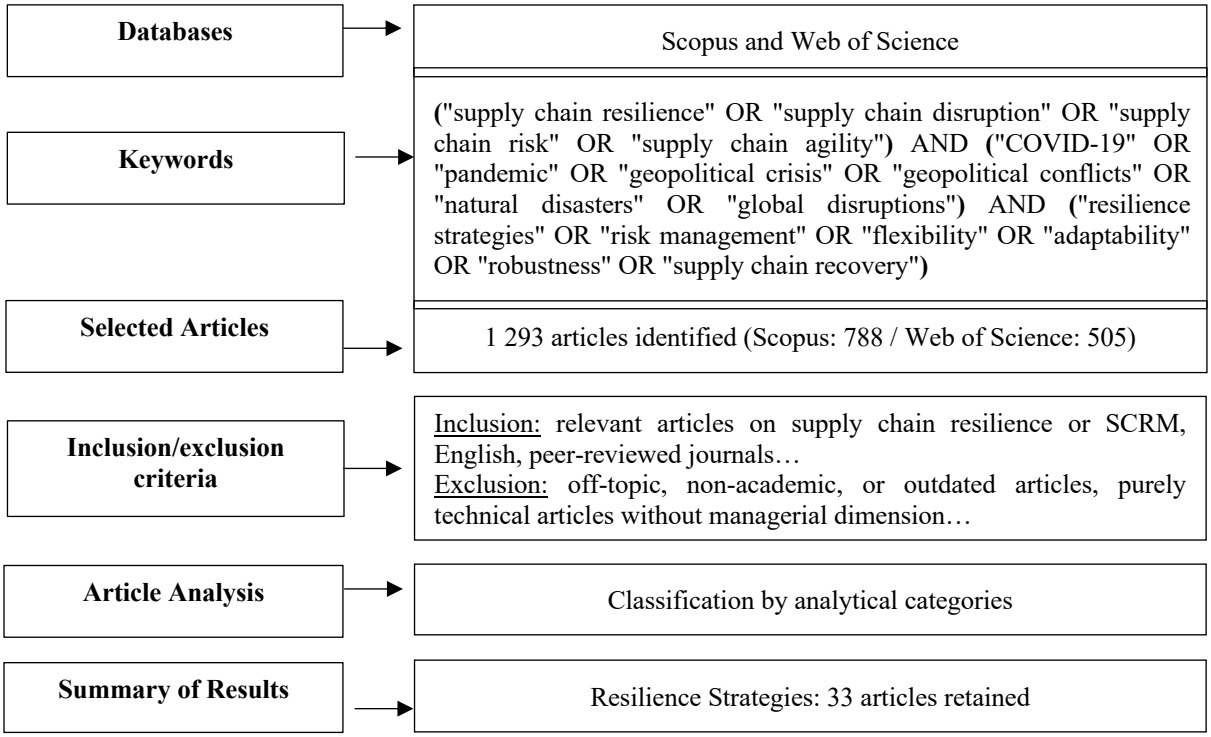
The documentary research was conducted using the following keywords ("supply chain resilience" OR "supply chain disruption" OR "supply chain risk" OR "supply chain agility") AND ("COVID-19" OR "pandemic" OR "geopolitical crisis" OR "geopolitical conflicts" OR "natural disasters" OR "global disruptions") AND ("resilience strategies" OR "risk management" OR "flexibility" OR "adaptability" OR "robustness" OR "supply chain recovery"**)**

A total of 1293 articles were identified during the initial search on Scopus (788) and Web of Science (505). After removing duplicates, 840 articles were preselected. Following a thorough review of the titles and abstracts, and the application of the inclusion and exclusion criteria below (60 articles), 33 works were selected for final analysis.

The inclusion criteria are as follows: articles explicitly focusing on supply chain resilience or Supply Chain Risk Management (SCRM), works addressing resilience strategies in response to external disruptions (pandemics, geopolitical crises, natural disasters), publications in English, academic articles from peer-reviewed journals and book chapters.
The exclusion criteria applied are: works dealing with resilience in other fields unrelated to the supply chain (ecological, psychological resilience, etc.), articles not addressing external disruptions; works without full-text access; publications of a purely technical or IT nature without a managerial dimension.

The 33 selected papers were subjected to a qualitative analysis organized around analytical categories covering: definitions and dimensions of resilience (7 references), risk management and flexibility (7 references), diversification of supply sources (2 references), digital technologies and information systems (4 references), as well as global strategies for strengthening resilience (13 references).

Figure 1 : Methodological Approach to the Literature Review



Source: Developed by the authors

This figure illustrates the step-by-step selection process, from the initial identification of 1 293 studies to the final retention of 30 works, which were subsequently analyzed to identify the main supply chain resilience strategies.

3. Literature Review

Resilience has been widely studied across multiple disciplines, including ecology, engineering, and management (Christopher & Peck, 2004; Holling, 1973; Ponomarev & Holcomb, 2009).In the context of supply chains, resilience has gained increasing attention due to the growing exposure of global supply networks to disruptions and uncertainties. Understanding the adaptive capacity of supply chains has therefore become a critical issue for both researchers and practitioners.

a. Resilience

Table 1 : Definitions of resilience

Author	Definition
(Wildavsky, 1991)	*"The ability to cope with unforeseen dangers after they have become apparent, by learning to bounce back."*
(Hamel & Välikangas, 2003)	*"Resilience refers to the ability to continually rebuild."*
(McManus et al., 2008)	*"Resilience depends on a comprehensive understanding of a company's situation, the management of key vulnerabilities, and the ability to adapt in a complex, dynamic, and interconnected environment."*
(Yilmaz Borekci et al., 2015)	*"Organizational resilience refers to the qualities and adaptive capabilities that enable an organization to survive and sustain itself during times of turmoil."*
(Kahn et al., 2018)	*"An organization's ability to absorb stress and maintain or improve its functioning despite adversity."*

Source: Developed by the authors based on (Wildavsky, 1991 ; Hamel & Välikangas, 2003 ; McManus et al., 2008 ; Yilmaz Borekci et al., 2015 ; Kahn et al., 2018)

According to (Samuel & Ruel, 2013) the concept of resilience was already being used in various fields, but its application to supply chains is particularly relevant for analyzing the adaptive potential of interconnected physical and informational flows that are constantly subject to uncertainty.

The concept of supply chain resilience varies across disciplines, but they all share a common thread: the ability to adapt and survive in the face of disruptive or difficult situations. Some emphasize post-crisis learning, while others focus on strategic preparation or organizational performance.

From the above, resilience is a relatively new trend that companies can apply to navigate challenges and disruptions and rethink how the company can address them. After exploring the various definitions of resilience, it is important to emphasize that this concept has several dimensions, which we will address in the following section.

b. The dimensions of resilience

According to (Altintas, 2020), resilience comprises three dimensions: absorption capacity, renewal capacity, and ownership capacity.

Table 2 : Dimensions of Resilience

The Dimensions of Resilience	Their Approaches
Absorptive Capacity	This is a company's ability to withstand shocks and assess their magnitude without collapsing. It requires resources and the will to survive.
A capacity for renewal	The ability to reinvent oneself, to focus on what matters most, and to devise innovative solutions in the face of a crisis whose full scope has not yet been defined.
A capacity for reflection	The ability to recognize the crisis, to draw lessons from it, and to turn it into a learning experience.

Source: Altintas, 2020

This table highlights three closely interrelated dimensions that could help organizations overcome a crisis: resilience, which enables the organization to survive and withstand immediate challenges; adaptability, which involves reinventing itself in the face of uncertainty; and learning, which involves drawing lessons from a crisis.

c. Supply chain

The supply chain consists of all the stages, direct or indirect, involved in meeting a customer's demand. It includes not only the manufacturer and suppliers, but also carriers, warehouses, retailers, and the customers themselves (Chopra & Meindl, 2013).

According to (Zavala-Alcívar et al., 2020), the types of risks affecting supply chains fall into two categories: internal risks (related to supply, demand, and infrastructure) and external risks (related to regulatory, legal, and bureaucratic factors). Meanwhile, (Nunes et al., 2022) classify risks affecting supply chains into four distinct types: Event risks, which are linked to an event that has not yet occurred but would affect the organization's objectives if it did; Variability risks, which are linked to a known range of possible events, but no one knows exactly which one will occur; Ambiguity risks, which arise from a lack of knowledge about how things work or should be done; and Emerging risks, which are characterized by a difficult-to-predict future occurrence. This is why strengthening resilience is a key factor in ensuring that organizations are well-prepared for the unexpected and can maintain their performance over the long term.

d. Supply chain resilience

Supply chain resilience has emerged as a critical concept for organizations in the wake of recent global disruptions. The concept of supply chain resilience is defined as "the ability of a supply chain to adapt to reduce the likelihood of facing sudden disruptions, resist their spread by maintaining control over structures and functions, and recover and respond with immediate and effective contingency plans to restore the supply chain to a robust and operational state." (Gružauskas & Burinskienė, 2022)

Another definition highlighted by (Ponomarov & Holcomb, 2009), defines supply chain resilience as: " The supply chain's adaptive capacity to prepare for unexpected events, respond to disruptions, and recover from them while maintaining operational continuity at the desired level of connectivity

and control over structure and function." Based on these definitions, we can say that supply chain resilience is the ability to maintain control and continuity despite disruptions.

e. Integrating Resilience into the Supply Chain

Recent global crises have shown that supply chains were not as resilient as they should be; therefore, companies are compelled to integrate resilience into their supply chains to cope with future disruptions.

(Andersson, 2018) emphasizes the importance of a combined Lean and Six Sigma philosophy to create resilient supply chains. This philosophy focuses on minimizing waste and variability and maximizing value for the customer. However, even this is insufficient, as resilience relies primarily on an integrated understanding of how to avoid costly disruptions. This depends on five key factors: teamwork and integration management, design and innovation, a culture of risk management, the ability to communicate and establish a vision, objectives, values, and processes, and the creation of agility. Together, these factors have a positive impact on a supply chain's ability to withstand disruptions and recover.

Thus, having clarified the conceptual foundations of resilience and its key dimensions, we should now examine concrete strategies for strengthening the resilience of supply chains in the face of global disruptions.

4. Results

To cope with fluctuations in the external environment, such as pandemics and epidemics, geopolitical conflicts, natural disasters, or any unforeseen events or disruptive factors that could impact the supply chain, companies must develop the capabilities to enhance the resilience of their supply chains by implementing strategies derived from numerous studies conducted in the wake of the COVID-19 crisis. It has impacted on global supply chains and highlighted the need to make them resilient.

a. Risk management and flexibility

Supply chain risk management has become a major area of research over the past two decades (Ivanov & Dolgui, 2021), within this framework, Houari explores how a supply chain can become more resilient through risk management practices (Haouari et al., 2010) According to (Huong Tran et al., 2016) (Munir et al., 2020), supply chain risk management has become a critical priority for organizations facing risks such as supply and demand volatility, natural disasters, and political events.

Risk management enables better anticipation of disruptions, and flexibility is therefore considered key to reducing certain risks related to demand and supply. It is essential for mitigating low-probability, high-impact risks and, consequently, for increasing the resilience of the supply chain. (Andaloussi, 2016)

Risk and resilience are two closely related concepts. Furthermore, the concept of risk is defined in the field of Supply Chain Management as "the expected outcome of an uncertain event" (Gustavo Larrea-Gallegosb et al., 2022). Organizations must adopt flexible approaches that will enable them to act quickly in response to changes in supply and demand as well as any disruptive factors.

In the field of SCRM, flexibility involves supply chain members "developing organizational and inter-organizational capabilities that enable them to detect threats and respond to them, with minimal effort, cost, and time, in order to ensure the continuity of flows" (Yossi Sheffi, 2005). For

this reason, organizations must collaborate closely with partners to adopt resilience strategies to facilitate the management of risks related to supply chains. (Sharma et al., 2024)

b. Diversification of supply sources

Diversifying supply sources is a strategic approach to improving supply chain resilience, particularly in the face of geopolitical disruptions. Companies should identify multiple suppliers for a given product rather than relying on a single one, as having multiple suppliers reduces the risk of supply disruptions.

(Golmohammadi & Hassini, 2020) analyze supplier diversification strategies in the context of random supply and demand in their study. The study demonstrates that supplier diversification is a means of minimizing supply-related risks. Furthermore, diversifying relationships with suppliers helps mitigate supply disruptions by reducing exposure to a single source. The study also discusses dynamic pricing strategies as a means of managing demand-related risks, which can enhance supply chain resilience.

According to the study (Birge et al., 2023), the role of diversifying supply sources is examined, particularly with regard to disruptions such as the COVID-19 pandemic. Their research suggests that diversifying both demand and supply can create more robust networks. The study concluded that single-source procurement strategies are optimal only when there is a low probability of supplier failure from the producer's perspective. However, multiple-source procurement strategies are optimal for higher probabilities of supplier failure.

Based on the above, organizations should not rely on a single supplier but rather diversify their supply sources to reduce risk and avoid disruptions in the event of a crisis. Therefore, it is necessary for organizations to find local or nearby regular supply sources to stabilize their supply chains and make them more resilient.

c. Increasing resilience through inventory

Increasing the levels of security supplies to lower the risk of rupture is one resilience strategy put forth by several authors. In fact, stocks have a tampon function that allows them to absorb disruptions and keep operations going (Ivanov & Dolgui, 2021b). According to (Peters et al., 2021), maintaining more significant stockpiles enables the reapproval of final market products, providing a higher reaction time in the event of a disruption in the logistics chain.

In this regard, increasing security stockpiles help strengthen the ability to absorb supply chains in times of crisis. However, this strategy allows for a trade-off between stocking costs and service quality, which necessitates optimal inventory management. As a result, stocks appear to be a crucial component of resilience, especially in environments with high levels of uncertainty (Christopher & Peck, 2004).

d. Implement integrated information systems for data sharing

Developing integrated information systems for data sharing is a crucial strategy for enhancing the resilience of supply chains. This strategy allows for better risk, stock, and delivery time management while facilitating communication and cooperation among the many actors.

By sharing data, companies can respond more quickly to various types of disruptions; in the event of a surge in demand, suppliers at multiple levels can react sooner. Data sharing is a key factor in improving resilience (Peters, Uenk, et al., 2021).

Additionally, the integration of digital technologies such as ERP systems, the Internet of Things (IoT), and Big Data enhances operational transparency and traceability (Blackhurst et al., 2021). As a result, an interconnected digital supply chain is better equipped to handle disruptions and increase its global resilience.

e. Investing in online distribution channels

COVID-19 has accelerated the trend towards online shopping among consumers. Companies should "explore opportunities to reach customers virtually" (Zhu et al., 2020).

Research not focused on COVID-19 has shown that e-commerce initiatives can increase a company's average value over the short term (Wiengarten et al., 2020). Consequently, investing in online distribution channels would be beneficial and worthwhile for businesses, even in the absence of a pandemic.

By investing in online channels, businesses will expand their distribution channels and reduce their reliance on physical retail locations. In the event of disruptions such as the COVID-19 pandemic, when most factories and stores were closed, they could continue to sell their products through online platforms.

f. Technological innovations

The use of and investment in digital technologies such as artificial intelligence, the Internet of Things, and tracking and tracing technologies to make supply chains more resilient has become a necessity considering recent disruptions. These technologies enable monitoring, tracking, and anticipation of disruptions and, consequently, better crisis management.

(Ouabouch & Paché, 2014) state that "Thanks to the real-time sharing and transfer of information among the various actors in the supply chain and its decision-making capacity, the information system makes it possible to anticipate, react to, and adapt to a changing environment, and consequently contributes to the resilience of the global supply chain." Furthermore, "Both researchers and practitioners agree that sharing information regarding demand or supply sources helps improve the performance of the entire supply chain" (Huong Tran et al., 2016b).

(Ivanov et al., 2021) examined the interaction and relationship between supply chain resilience and digital technologies, with a focus on crises and emergencies. The study showed that digital technologies such as Industry 4.0, the Internet of Things (IoT), big data analytics, artificial intelligence (AI), and advanced tracking and tracing technologies are important for developing resilient supply chains. Thanks to these technologies, supply chains can monitor, anticipate, and adapt quickly to disruptions. The authors asserted that despite the challenges posed by digitalization, it enhances supply chain resilience by providing real-time analytics and improving visibility across the entire chain.

g. Human Capital Development

In other strategies, the development of human capital determines the resilience of supply chains. The ability of organizations to anticipate, manage and overcome disruptions is directly impacted by their competencies.

In this context, investing in the training of employees, particularly in risk management, forecasting, sourcing and crisis decision-making, is crucial. According to (Kiers et al., 2022), supply chain professionals must enhance their skills to handle potential future disruptions more effectively.

Furthermore, developing interfunctional skills fosters collaboration and coordination among the various logistics chain participants, thereby enhancing organizational adaptability. Consequently, human capital emerges as a key strategic lever for strengthening an organization's resilience.

5. Conclusion

Recent global disruptions have highlighted the inadequacy of traditional supply chain management models in the face of crises of unprecedented scale and nature. This narrative review has identified the main resilience strategies documented in the post-COVID-19 academic literature: proactive risk management, diversification of supply sources, establishment of safety stocks, integrated information systems, development of digital channels, and investment in Industry 4.0 technologies. On a theoretical level, these results support the three-dimensional resilience model (Altintas, 2020) : absorption, renewal, appropriation, by associating it with concrete strategic levers. They also contribute to the literature on Supply Chain Risk Management (SCRM) by showing that resilience is not built solely thru post-crisis reactivity but is rooted in a process of anticipation and continuous organizational learning.

From a managerial perspective, the results invite supply chain managers to adopt a proactive stance: resilience should be integrated as a permanent strategic dimension, not just as a one-time response to crises.

This study, however, has certain limitations. The narrative nature of the review, while offering analytical flexibility, does not guaranty the comprehensiveness of the bibliographic coverage. Moreover, the identified strategies predominantly originate from Western or global contexts, which may limit their direct transferability to specific industrial contexts such as that of Morocco.

These limitations open up avenues for future research: conducting empirical studies in specific sectors or geographical contexts, developing quantitative frameworks to measure the impact of resilience strategies, as well as exploring the role of public policies in strengthening the resilience of national supply chains.

6. Acknowledgment

This work was carried out with the support of the National Center for Scientific and Technical Research (CNRST) under the "PhD-ASsociate Scholarship-PASS" program.

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