

Chapter 13

Desirable Ability in Supply Chain Management and Adaptability to Adjust to Business Environmental Changes: A Systematic Review

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ABSTRACT

Overview of crisis reaction phases for supply chains associated with the regular flow shown. However, unlike recurring operational disruptions, a crisis triggers extreme demand-and supply-shocks such as panic buying and changes in purchasing behaviour along with severe shortages of essential resources and labour. The second imperative is the competitiveness of crisis management practices that sheds the spotlight on opportunities for supply chains. “A crisis is terrible thing to waste” implying socioeconomic rewards for businesses that fine-tune their operations during crises, such as firms providing telecommunications services for remote work during a pandemic. Additionally, the Global Crisis survey suggests that crisis preparedness could become a basis for competitiveness of firms and supply chains. Current Chapter literates, SCM preparedness for crisis tends to exist as a function of desirable supply chain abilities, summarized, with melding concepts to create higher-order constructs such transiliency from resiliency and transformability, and

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INTRODUCTION

Despite significant interest in previous SCM literature, an analysis of the literature suggests the lack of an inclusive definition for the supply chain crisis concept. However, in crisis management literature, an organizational crisis means a low-probability, high-consequence event that threatens organizational viability due to complexity and unpredictability in understanding the causes, consequences, and means of resolution. In contrast, an institutional crisis is a serious threat and state of flux that gradually or abruptly destroys the legitimacy of institutional structures. Closely related is a state crisis that threatens the basic values of regions with a high probability of involving military hostilities and demands for a response within a time frame. Though these forms of crises demand routine and crisis-induced flow of resources from supply chains Mode 1, the notion of crisis within a supply chain Mode 2 and Mode C, i.e. supply chain crisis and supply chain crisis in crisis times, shown by, is unique because it relates to SCM chaos, complications, and complexities that directly pertain to a supply chain. Hence, a supply chain crisis pertains to supply chains. Still, the scope of SCM in times of crisis is far-reaching due to organizational, institutional, and regional reliance on supply chains for sustaining socio-economic systems and establishing the foundations of economic growth. Viewed as ‘complex systems’ and ‘complex networks’, supply chains: interlink suppliers, manufacturers, and distributors across multiple organizations, involve supply chain partners that may be parts of other supply chains in different regions, display variations in operations according to institutional conditions, and contain differing objectives of partners. From this perspective, a supply chain crisis stems from organizational, institutional, and state or regional causes and conditions facing suppliers, manufacturers, and distributors. Accordingly, this article puts forward an inclusive view of supply chain crisis as. a supply chain state or situation triggered by a low-probability, high-impact incident that emerged gradually or abruptly from organizational, institutional, and state or regional causes and conditions, threatening the values and viability of suppliers, manufacturers, and distributors, and imposing time pressures for supply chain decisions under high uncertainty. Thus, supply chain crisis invariably has a negative connotation – demanding reaction cycles during pre-crisis phases of supply chain preparation and preparedness, intra-crisis phases of supply chain response and relief, and post-crisis phases of supply chain recovery and restoration, as shown. Within these cycles, SCM complexities stem from the fragilities of complex networks and systems for resource distribution and

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