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Supply Chain Resilience Enablers: A Review on the Last-15-Years Research

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Abstract:
Discussion about supply chain resilience have begun since the late of 1990s, and raising significantly on year 2021, triggered by COVID-19 pandemic, until currently. This study applies a systematic review on the last 15 years (2012-2026) published research on supply chain resilience, taken form three top tier journal publishers. Out of 1173 articles with exact phrase of 'supply chain resilience' in the title, 160 articles are reviewed. All the journal articles reviewed in this study are containing quantitative research that collecting data from survey or business records sampling. Two dependent variables representing supply chain resilience and its impact, and 24 mediating and independent variables representing the enablers of supply chain resilience, are defined from hundreds variation of variables in the reviewed articles. The first finding can be obtained from this review is that the supply chain resilience can be distinguished into proactive resilience and reactive resilience with different dominant enablers. The second finding is that the supply chain resilience enablers mostly discussed along the review period are technology implementation, organizational aspects, agility orientation, learning orientation, and external factors. The dominant enablers vary by industry types, industry sectors, and supply chain locations. Third, this study found that the dominant discussion on supply chain resilience enablers is shifting from visibility orientation in the first three years to organizational aspects in the next three years, then to agility orientation in the following six years, and to technology implementation in the last three years. Besides, the discussion about relatively new enabler namely analytics implementation is started in the fourth three-year period, and then the discussion about sustainability orientation in supply chain resilience is raising in the last three-year period. The aspects of supply chain resilience enablers that can be potentially explored further in the future research are analytics implementation and sustainability orientation.

Keywords: supply chain resilience, resilience enablers, systematic review, trend

1. Introduction

The success of a firm depends more on its supply chain than on its internal management and capability. A strong integration of a supply chain will make the firms in the chain easy to be managed. An integrated supply chain will enable its firms increase the capability and innovation. Furthermore, by increasing the adaptability in responding changes, a capable and innovative supply chain will be agile to

serve its customers. Recently, these phenomena are named as supply chain resilience (SCR). Resiliency of a system is defined as the system ability to return to its original state or move to a new, more desirable state after being disturbed [1]. I terms of supply chain, SCR can be defined as the adaptive capability of a supply chain to prepare for and respond to disruptions, and recover from them by maintaining continuity of operations at the desired level over structure and functions [2]. Furthermore, the terms 'respond' and 'recover' are likely to enhance to 'quickly respond' and 'quickly recover' [3].

SCR becomes big issue currently, especially since the COVID-19 pandemic in 2019–2022 [4, 5, 6]. Complexity of supply chain structure, competition, and external disruption are the reasons for enabling the resilience of a supply chain. The massive use of technology in supply chain management in the last two decades makes communication among parties in supply chain easier in one hand, however, it encourages more complex supply chain structure in the other hand, as a results of wider company networks. The easy connection among companies under support of technology causes the competitive situation dynamic and more complex too. A firm can easily and quickly choose its partners, and then easily and quickly move to other partners as well. External disruptions can come from nature related cause such as climate change, extreme weather, disaster, or pandemic, and also from sociopolitical dynamics such as demonstration, economic crises, energy crises, or war. Some of these disruptions can be predicted, some others cannot. Predicting the dominant enablers of a supply chain regarding the unique situation of the supply chain is a substantial matter to effectively manage the change. This review concerns to discuss this issue, based on the last 15-years research on SCR.

The discussion of SCR has begun since the end of 1990s in terms of risk management in supply chain, adaptive supply chain, agile supply chain, and other similar terms. The exact phrase of 'supply chain resilience' firstly appears in 2000s. Many review articles about supply chain resilience have been published [3, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17]. The review articles published until 2020 already obsolete [3, 7, 8, 9, 10, 11] and not too relevant anymore to the condition after the COVID-19 pandemic. The newer review articles, after 2020 [12, 13, 14, 15, 16, 17], focus on the impacts of disruptions [12], dynamic capabilities [13], and the SCR enablers [13, 14, 15, 16, 17]. The SCR enablers discussed in the review articles covers collaboration aspects, integration aspects, agility, visibility, innovative capability, supply related aspects, flexibility, anticipative orientation, resources aspects, learning capability, demand related aspects, organizational aspects, technology usage, risk related aspects, commitment aspects, external disruptions orientation, supply chain structure, power of supply chain. Some SCR enablers that have not discussed in the previous research are related to the industry characteristics and current issues, which will be discussed in this study altogether with the well-discussed SCR enablers. The industry-character-related SCR enablers includes the interdependent related aspects, the supply chain maturity, the firms' size, the industry sectors, and the demographic area of the firms observed. The current-issues-related SCR enablers are the analytics capability and the sustainability orientation. Furthermore, a conceptual framework of SCR with its enablers is developed, including the rarely discussed SCR enablers.

Regarding to the coverage of discussion in this study, the results of this review will contribute to the academic research on SCR, in terms of the updated period of review and the more holistic relationship among SCR and its enablers. Besides, supply chain practitioners can utilize the results of this review in

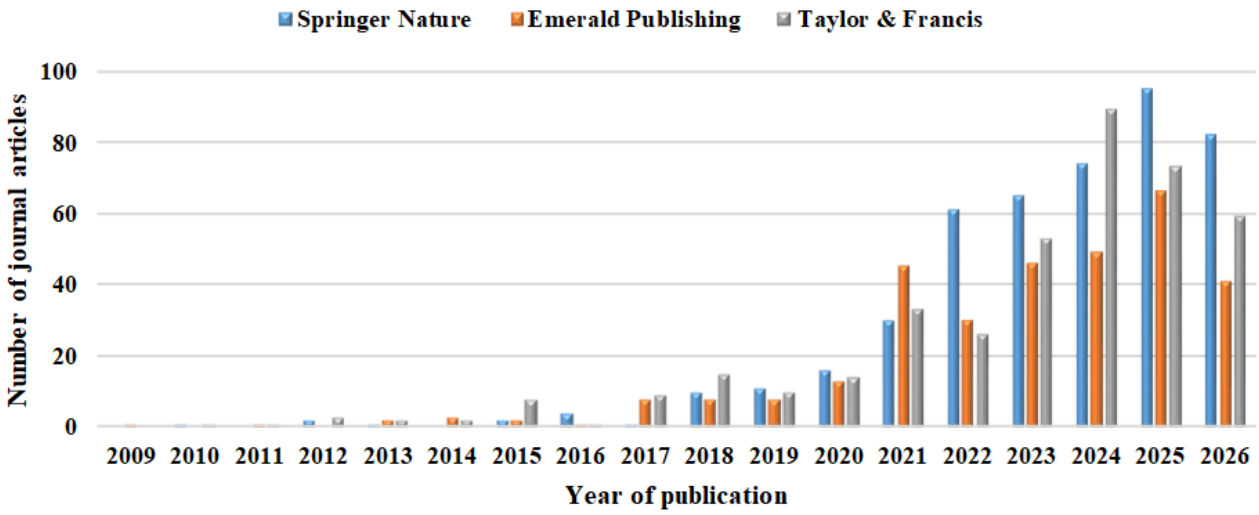
terms of finding to the dominant SCR enablers for their supply chain, regarding to the trend, the industry type and sector, and the location of the firms.

2. Methodology

2.1. Article selection based on publishers, articles type, and keywords

One of many ways to find quality journals, as well as quality articles, is choosing the publishers. The articles involved in this study are collected from the online databases of three top tier publishers namely Springer Nature, Emerald Publishing, and Taylor & Francis [4, 5, 6]. Other consideration in choosing the three publishers is that they published many articles about supply chain. The keywords to search the articles is an exact phrase of 'supply chain resilience' in the title, and the type of articles considered is only journal articles. The first article satisfy the keyword and article type appears in 2009 from Emerald Publishing and in 2010 from Springer Nature and from Taylor & Francis, indicates that those years are the early periods of SCR discussion. By year, the number journal articles containing of exact phrase 'supply chain resilience' in their title increases as illustrated in Figure 1. The number of articles increase radically in 2021, up to 251%. This increase is triggered by the COVID-19 pandemic as identified from their titles and cases. Because 2026 not yet ended at the time the articles searched, like the number of articles in year 2026 seems like decrease.

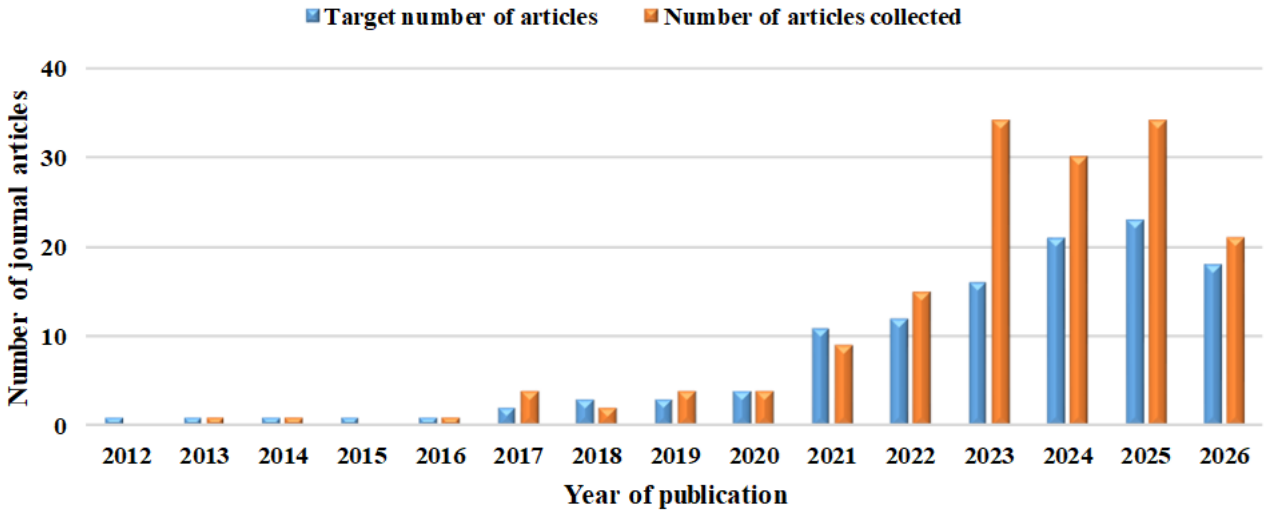
Figure 1: Journal Articles with Exact Phrase of 'Supply Chain Resilience' in the Title



2.2. Article selection based on research methods

In order to ensure that the conclusions about the role of SCR enablers in the reviewed articles are objective, the articles selected for this study are only the articles containing quantitative and empirical research. The approach used in those research is mostly a survey, and only a few of those using business records data. From a total of 1173 articles (identified on August 2026), the target number of articles are 105 or 118 articles. Through a screening in the methodology section, a total of 160 articles are decided to be used in this review. Figure 2 presents the target and the collected number of articles by year of publication, started from 2012 because there is no empirical research in the earlier publications that satisfy the requirement explained in Sub-section 2.1.

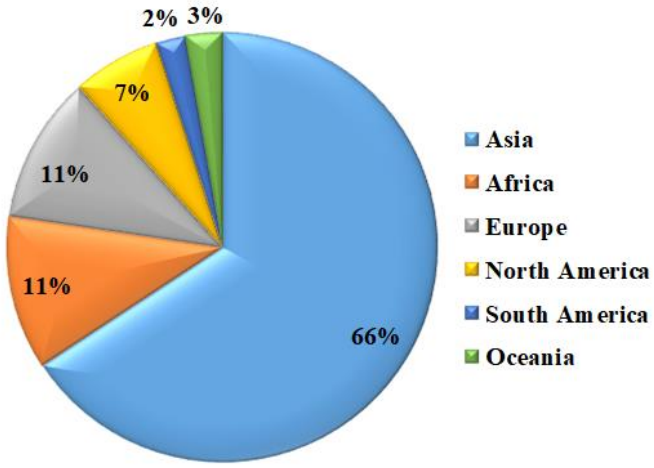
Figure 2: Samples of Journal Articles Involved by Year



2.3. Collected articles

Out of the 160 articles, the 156 use survey for collecting the data, and the other 4 articles collect the data from business records. The methods applied to analyze the data are linear regression, analysis of variance, and structural equation modeling. The data in the articles are collected from Asia (Bangladesh, China, India, Iran, Jordan, Malaysia, Oman, Pakistan, Qatar, Saudi Arabia, South Korea, Sri Lanka, Taiwan, Türkiye, United Arab Emirates, Vietnam, and Yemen), Africa (Ghana, Kenya, Morocco, South Africa, Tanzania, and Uganda), Europe (Austria, Denmark, Finland, France, Germany, Italia, Romania, Spain, Swedia, Switzerland, United Kingdom), North America (United States), South America (Brazil), Oceania (Australia). The distribution of research location is presented in Figure 3.

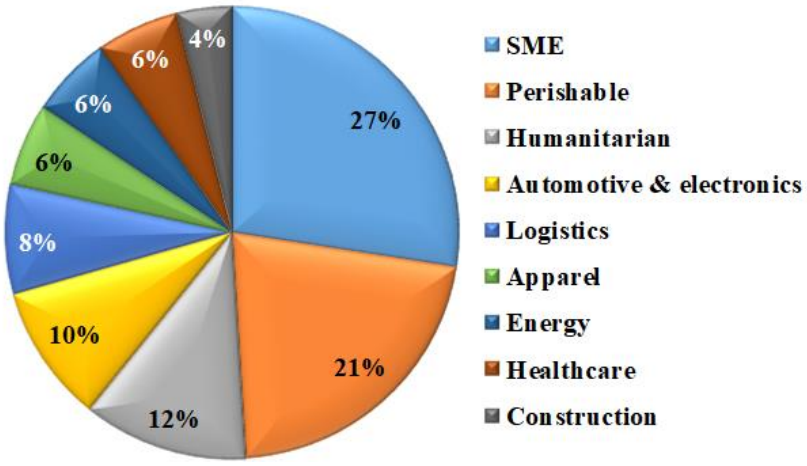
Figure 3: Distribution of Research Location



In terms of research object, 95 articles focus on manufacturing firms, 15 articles discuss service companies, and the other 50 articles use both manufacturing and service companies as the case to be studied. In more detail, the 51 out of 160 articles (31%) focus on specific sector namely apparel industries, automotive & electronics manufacturers, construction, energy supply chain, healthcare supply

chain, humanitarian supply chain including public services, logistics, perishable supply chain including agriculture and food, and small-medium enterprises (SME), which distribution can be seen in Figure 4.

Figure 4: Distribution of Industry Sectors in 31% Articles



3. Variables

This study defines two groups of variables. The first group consists of SCR and supply chain performance (SCP), while the second group contains SCR enablers. These variables are defined from many variations of variables' names in the source articles, as explained in Table 1.

Table 1: Variables Definitions

Variable Defined	Variable Name in the Sources	Sources
SCR and its impact		
SCR (the ability of supply chain to prepare for and respond to disruption, and to recover to a desired level)	SCR, proactive SCR, reactive SCR, supply chain continuity, recovery capability, resistance, SCR capability, robustness, low impact resilience, high impact resilience, firm resilience, internal resilience, external resilience, ability to recover, sustainable practice, risk resilience, corporate resilience level	All the 160 articles
SCP (the achievement of supply chain)	SCP, customer value, financial performance, service performance, competitive advantage, customer oriented performance, return on asset, SCP under disruption, community satisfaction, acquire capability, sustainable competitive advantage, market performance, sales, profitability, commercial performance, operational performance, economic performance, effectiveness performance, firm equilibrium, organizational performance,	[18, 21, 23, 25, 26, 27, 30, 32, 34, 37, 39, 42, 45, 46, 47, 52, 54, 58, 62, 63, 64, 65, 68, 69, 74, 75, 77, 78, 80, 82, 83, 84, 86, 87, 88, 92, 94, 95, 99, 101, 102, 103, 107, 108, 109, 110, 111, 114, 117, 118, 125, 136, 138, 143, 147, 149, 151, 153, 154, 155, 163,

Variable Defined	Variable Name in the Sources	Sources
	company performance, annual revenue, growth rate	165, 166, 170, 175, 176, 177]
SCR enablers		
Collaboration (the orientation, capability, and practices for collaboration in a supply chain)	Collaboration, coordination capability, cooperation capability, temporal orientation, relational governance, collaborative capability, communication and coordination, digital collaboration, collaborative relationship	[18, 20, 23, 25, 27, 30, 35, 45, 60, 68, 69, 75, 76, 77, 81, 82, 84, 91, 94, 95, 102, 103, 108, 114, 117, 120, 132, 136, 145, 159, 161]
Integration (the orientation, capability, and practices for integration in a supply chain)	Integration, integrated logistics capabilities, logistics collaborator integration, orientation, alignment, external integration, assimilate capability, transaction integration, service integration, integrative capability, aggregation, flow integration, internal integration, business ecosystem embeddedness, compatibility	[18, 20, 23, 26, 29, 31, 34, 35, 54, 61, 67, 70, 74, 75, 81, 92, 108, 109, 116, 119, 128, 134, 150, 152, 160, 171, 173, 177]
Agility (the orientation, capability, and practices for agility of a supply chain)	Agility, velocity, proactiveness, competitive aggressiveness, responsiveness, economic crisis mitigation, effectiveness crisis mitigation, adaptive and restorative abilities, disruption mitigation, ability to respond	[18, 20, 21, 22, 25, 27, 29, 31, 33, 35, 40, 41, 44, 45, 47, 50, 52, 53, 56, 63, 69, 72, 75, 76, 78, 80, 86, 88, 94, 104, 108, 113, 120, 124, 130, 134, 137, 140, 154, 158, 169, 174, 176]
Visibility (the transparency, information sharing, and communication among supply chain elements)	Visibility, shared vision, information management capability, information processing capability, data governance practices, information acquisition, information integration, information alignment, information sharing, knowledge sharing, risk information sharing, extend of communication, information quality, information complexity, traceability, transparency	[18, 19, 23, 28, 30, 39, 40, 45, 49, 52, 55, 58, 61, 69, 72, 75, 79, 81, 85, 89, 98, 103, 112, 113, 116, 117, 120, 126, 131, 132, 136, 140, 141, 147, 148, 149, 153, 162, 167, 168]
Innovation (the orientation, capability, and practices for innovation in a supply chain)	Innovativeness, entrepreneurial orientation, innovative tools, organizational innovation, improvisation, product development flexibility, R&D intensity, novelty-centered business model, sustainable innovation, new product development capabilities, innovation capability, quality, worker engaged in innovation, cost strategy, product	[19, 29, 33, 36, 39, 41, 46, 47, 51, 56, 58, 65, 80, 85, 96, 104, 105, 108, 115, 118, 134, 139, 144, 146, 151, 154, 156, 169, 172,

Variable Defined	Variable Name in the Sources	Sources
	differentiation strategy, service differentiation strategy, innovation performance	
Supply characteristics (the sourcing and supply side related aspects)	Supply uncertainty, sourcing risk, supplier oriented risks, supply disruption, purchasing and supply management capabilities, procurement process digitalization, shortage of raw materials, procurement, supplier innovativeness, supplier learning, strategic sourcing, supplier satisfaction, suffered in supplier side, supplier commitment, supplier trust, joint problem solving with supplier, supply base flexibility, supplier relationship, supplier integration, supplier focus, supplier selection, supplier proximity	[19, 23, 30, 38, 39, 40, 43, 48, 50, 51, 57, 66, 71, 76, 79, 86, 87, 89, 96, 99, 101, 105, 142, 150, 151, 165, 171]
Interdependence (the orientation, capability, and practices for interdependence among supply chain elements)	Interdependence, control orientation, interoperability, connectivity, contractual governance, supplier dependence, buyer dependence, re-institutionalization, ownership concentration, interactive control	[19, 25, 75, 81, 103, 117, 156, 161, 163, 165, 172]
Flexibility (the orientation, capability, and practices for flexibility in a supply chain)	Flexibility, flexible orientation, adaptability, adaptive capability, ability to adapt, adaptive capacity, supply chain dynamism, transform capability, reactive capability, product modularity, contingency plan, dynamic capability view, change management	[20, 25, 30, 31, 34, 37, 40, 41, 45, 51, 52, 54, 63, 65, 69, 76, 84, 94, 95, 96, 104, 113, 120, 124, 128, 130, 131, 132, 133, 134, 137, 154, 160, 171, 174]
Anticipation (the orientation, capability, and practices to anticipate to a disruption)	Anticipation, anticipation and monitoring abilities, ability to anticipate, security, preparedness, readiness, alertness, sensing capability, sensing process, organizational sense-making	[21, 41, 47, 50, 69, 107, 113, 137, 140, 157]
Resources (the availability, level, and management of resources in supply chain)	Resource reconfiguration, resource orchestration, resource allocation efficiency, transportation facilities, efficiency, operating frontier, operations and planning, trajectory, infrastructure disruption, manufacturing risk, process risk, facilitating conditions, production flexibility, production intensity, exploit capability, seizing capability, process capabilities, inventory management, total assets, asset, cash flow, economic sustainability, cost, time, absorbed slack,	[22, 41, 43, 51, 65, 68, 69, 75, 76, 86, 87, 96, 103, 106, 111, 114, 115, 117, 121, 126, 128, 131, 136, 138, 150, 151, 161, 163, 165, 168, 174, 175]

Variable Defined	Variable Name in the Sources	Sources
	exploitative orientation, human resources, employee, technical skills, skilled labor	
Learning (the orientation, capability, and practices for learning, improvement, and growth in a supply chain)	Learning orientation, organizational learning, learning culture, relationship learning, commitment to learning, ability to learn, absorptive capacity, knowledge absorption, knowledge diffusion, exploratory orientation, explorative learning, exploration, knowledge management, supply chain memory, prior experience, cognitive capital, paradoxical cognition, supply chain reengineering, growth oriented strategy, periodic monitoring, open mindedness, autonomy, autonomous resilience, human capital, overseas background of directors	[22, 27, 29, 33, 36, 44, 48, 50, 52, 69, 73, 80, 86, 90, 92, 93, 94, 104, 107, 108, 111, 115, 121, 124, 126, 135, 137, 138, 142, 143, 144, 146, 149, 152, 155, 157, 163]
Demand characteristics (the market and customer side related aspects)	Demand management capability, customer integration, customer relationship, customer focus, market orientation, delivery risk, customer oriented risks, demand risk, suffered in customer side, customer responsiveness, consumer behavior, customer learning, decreasing demand, demand forecasting, demand response, supply chain concentration, point of sales	[23, 26, 29, 43, 50, 66, 76, 79, 86, 99, 105, 123, 126, 144, 150, 151, 163, 171]
Organization (organizational aspects in a supply chain and/or firms within)	Organization culture, internal integration, intentional leakage, organizational ethical climate, operational environment, organizational capital, formal contracts, top management support, entrepreneurial leadership, leader self-confidence, leader self-management, transformational leadership, quality leadership, managerial tenure strategic focus, managerial position, managerial skills, entrepreneurial orientation, relational governance, % of turnover, % of flagged production, human resource practices, behavioral flexibility, interpersonal understanding, inter-organizational citizenship behavior, director number, board size, female directors, financial background of directors	[24, 26, 32, 34, 38, 49, 50, 52, 59, 60, 66, 73, 74, 79, 82, 86, 97, 105, 114, 115, 117, 122, 123, 128, 129, 131, 134, 135, 141, 143, 146, 151, 154, 159, 163, 165, 170, 171, 172, 173]
Technology (the	Technology orientation, technological	[24, 28, 29, 40, 42, 60, 62,

Variable Defined	Variable Name in the Sources	Sources
orientation, capability, and practices for technology implementation in a supply chain)	innovation, technology competence, information technology (IT) alignment, IT capability, information and communication technology (ICT) supported coordination, ICT supported cooperation, digital transformation, digital technologies (DT) competency, DT capability, digital technology use, DT adoption, DT deployment, DT resources, digital orientation, digital platform, digitalized manufacturing, artificial intelligent (AI) application, AI capability, technological intelligence level, blockchain technology adoption, blockchain governance, industry 4.0 based technologies, sensing and communication technologies, processing and actuation technologies, IoT, cloud computing, immersive virtual, sensory feedback, technology traceability systems, AI powered risk management, disruptive technology, technology uncertainty	68, 72, 75, 77, 78, 79, 82, 90, 94, 95, 97, 98, 102, 112, 114, 116, 117, 119, 123, 125, 127, 133, 134, 138, 140, 141, 142, 145, 147, 148, 149, 151, 152, 155, 156, 157, 161, 162, 163, 164, 166, 167, 168, 169, 170, 173, 174, 175, 176]
Risk (the orientation, capability, and practices for risk management in a supply chain)	Risk management culture, risk taking, safety measures, internal risks exposure, external risks exposure, operational vulnerability, risk identification, risk assessment, risk mitigation, risk control, AI-based risk management, relational risk, food safety performance	[27, 33, 34, 35, 39, 51, 56, 58, 63, 66, 71, 80, 89, 94, 108, 112, 134, 141, 145, 148, 158, 164]
Commitment (the ability of a supply chain and/or firms within to commit for an established or promised matter)	Commitment, level of trust, information security culture, personal relationship, decisiveness, timeliness, trust building, data accuracy and timeliness	[28, 30, 40, 49, 52, 109, 140, 145]
External factors (the factors affecting the SCR that came from external supply chain or the factors beyond the control of supply chain)	Environmental orientation, environmental dynamism, environmental turbulence, uncertainty, supply chain disruption, market turbulence, market uncertainty, market environment dynamism, regulatory uncertainty, entry threat, catastrophic disruption, COVID-19 impact, disaster immunity, disruption intensity, disruption impact, disruption orientation, external non-	[29, 31, 37, 52, 53, 55, 57, 59, 61, 65, 66, 67, 70, 73, 83, 87, 90, 97, 98, 100, 103, 106, 111, 112, 114, 115, 116, 118, 122, 125, 142, 145, 146, 153, 154, 162, 164, 166, 168, 170, 172, 174, 175]

Variable Defined	Variable Name in the Sources	Sources
	business related signal-to-noise-ratio (SNR), government support, political ties, regulatory compliance, social capital, social performance, cultural distance, social sustainability, dysfunctional competition, business ties, competitive intensity, environmental-social-governance (ESG) objectives, ESG performance, Herfindahl Index	
Supply chain structure (the configuration of supply chain network and infrastructure and the related aspects)	Network complexity, supply chain complexity, supply chain configuration, resource reconfiguration, postponement, supply chain design quality, horizontal downstream complexity, vertical downstream complexity, local/international operations, broad scope, route	[30, 35, 52, 57, 63, 65, 70, 91, 109, 110, 121, 126, 139, 154, 158, 173]
Supply chain power (the potential strength of a supply chain)	Power, supply chain ambidexterity, unabsorbed slack, strategic fit, firm position, organizational inertia, market value/total asset (Tobin Q), book value, relative advantage, leverage, depth-to-equity ratio	[31, 91, 93, 111, 124, 130, 131, 155, 163, 165, 173, 175]
Firms' age (the period of existence of supply chain and/or the firms within)	Firm age, firm experience, year, period of existence, birth year, supplier firm age, buyer firm age	[32, 52, 62, 67, 68, 70, 85, 87, 97, 100, 103, 110, 111, 115, 117, 119, 122, 123, 131, 136, 151, 155, 156, 161, 165]
Firms' size (the size or scale of firms within supply chain)	Firm size, organizational size, number of employees, supplier firm size, buyer firm size	[32, 37, 52, 58, 62, 65, 67, 68, 70, 78, 83, 85, 86, 87, 97, 100, 103, 110, 111, 115, 117, 122, 123, 131, 136, 151, 155, 156, 161, 163, 165, 172, 175]
Firms' type (the type of industry and/or the type of ownership)	Industry type, work specialization, state-owned/private companies, tier, nature of business, ownership, equity nature, property right nature	[32, 58, 65, 67, 78, 85, 86, 97, 111, 115, 119, 131, 155, 160, 163, 172]
Analytics (the orientation, capability, and practices in implementing data analytics in a supply chain)	Data analytics (DA) capability, big data analytics (BDA) capabilities, information analysis, adoption of big data (BD) assisted decision making technology, adoption of BD intelligent decision making technology, intelligent manufacturing, clarity of BDA	[37, 46, 47, 55, 58, 59, 65, 71, 83, 84, 89, 93, 96, 103, 105, 120, 122, 126, 127, 128, 129, 131, 132, 154, 177]

Variable Defined	Variable Name in the Sources	Sources
	adoption, BDA alignment, analytics capability, IoT-BDA, data-driven decision making culture, plan analytics, source analytics, make analytics, delivery analytics, data-driven culture	
Sustainability (the orientation, capability, and practices for sustainability in a supply chain)	Eco-friendly production methods, cleaner production, green manufacturing, environmental sustainability, green procurement and design for environment, green logistics, reverse logistics, internal environmental management, environmental performance, green supply chain integration, circularity capabilities, transitions in energy supply, circular economy, sustainable supply chain design, sustainable entrepreneurship	[101, 106, 118, 125, 139, 151, 166, 169]

Furthermore, in terms of SCR enablers discussion, the variables defined in Table 1 can be categorized into dependent variables, mediating variables, and independent variables as shown in Table 2. Based on the models developed in the reviewed articles, some variables can take role as both mediating and independent variables, depend on the case and the point of view of discussion.

Table 2: Variables Category in Reviewed Articles

No.	Variable Name	Category of Variable		
		Dependent	Mediating	Independent
1	SCR	✓		
2	SCP	✓	✓	
3	Collaboration		✓	
4	Integration		✓	
5	Agility		✓	
6	Visibility		✓	✓
7	Innovation		✓	
8	Supply characteristics			✓
9	Interdependence			✓
10	Flexibility		✓	
11	Anticipation		✓	
12	Resources			✓
13	Learning		✓	✓
14	Demand characteristics			✓
15	Organization			✓
16	Technology			✓
17	Risk		✓	✓
18	Commitment			✓

No.	Variable Name	Category of Variable		
		Dependent	Mediating	Independent
19	External factors			✓
20	Supply chain structure			✓
21	Supply chain power		✓	✓
22	Firms' age			✓
23	Firms' size			✓
24	Firms' type			✓
25	Analytics		✓	
26	Sustainability		✓	✓

4. Discussion and Findings

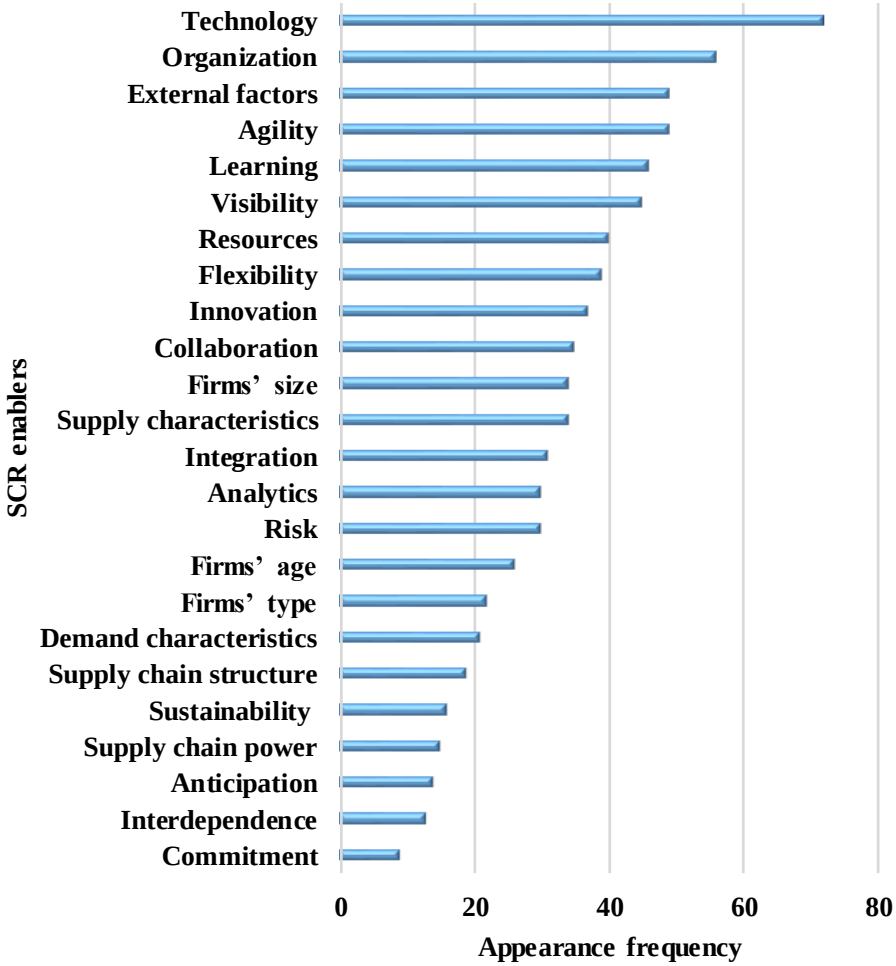
4.1. Proactive and Reactive Supply Chain Resilience Enablers

Resiliency of a supply chain is tested when a disruption appears. A resilient supply chain will be able to face, cope with, and overcome the disruption. The reaction of supply chain in facing and coping with the disruption is defined here as reactive SCR, while the ability of supply chain to prepare for facing and coping with the disruption, and overcoming the disruption accordingly, is defined here as proactive resilience. Conceptually, the reactive SCR capability can only be achieved when the proactive SCR capability established. Thus, the SCR enablers shown as variables no. 3 until 26 in Table 2 can be classified into proactive SCR enablers and reactive SCR enablers. The proactive SCR enablers are collaboration, integration, visibility, innovation, supply characteristics, interdependence, anticipation, resources, learning, demand characteristics, organization, technology, risk, commitment, external factors, supply chain structure, supply chain power, firms' age, firms' size, firms' type, analytics, and sustainability. The reactive SCR enablers are agility and flexibility.

4.2. Dominant Supply Chain Resilience Enablers

The SCR enablers mostly discussed in reviewed articles from the last-15-years of publication in general are technology, organization, external factors, agility, and learning, as illustrated in Figure 5. The SCR enablers rarely discussed are commitment, interdependence, anticipation, supply chain power, and sustainability.

Figure 5: Domination of SCR Enablers Discussion



Furthermore, detail analysis of the dominant SCR enablers based on industry types, industry sectors, and supply chain locations are done and the results show that there are specific characteristics in the categories, as shown in Figure 6, Figure 7, and Figure 8.

Figure 6: SCR Enablers Domination Based on Industry Type

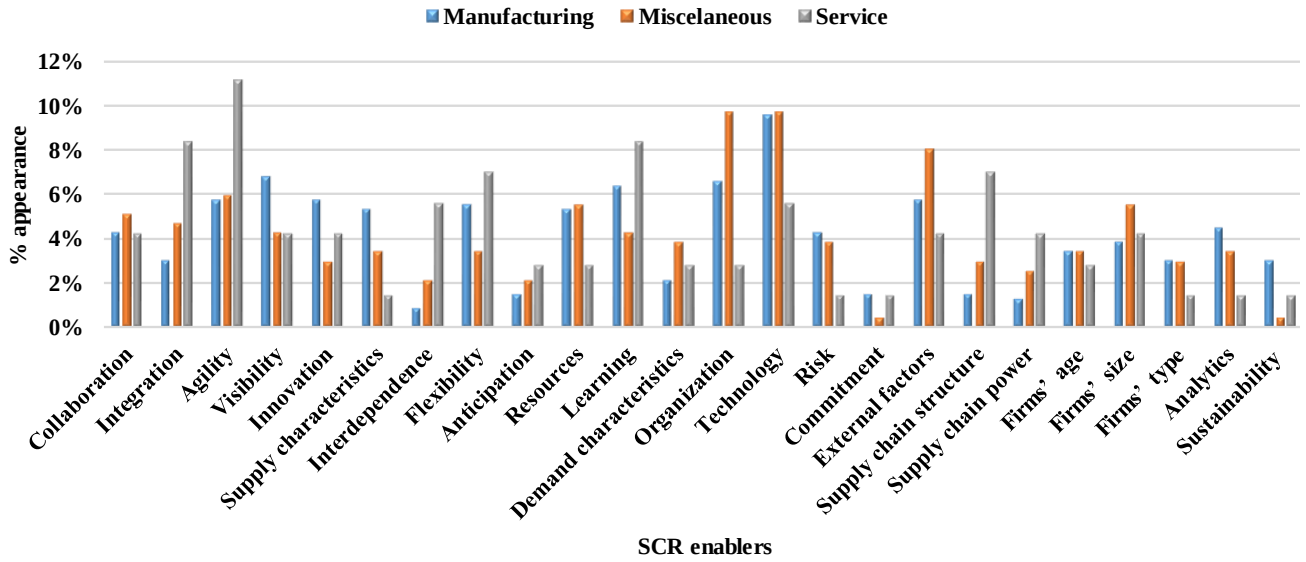
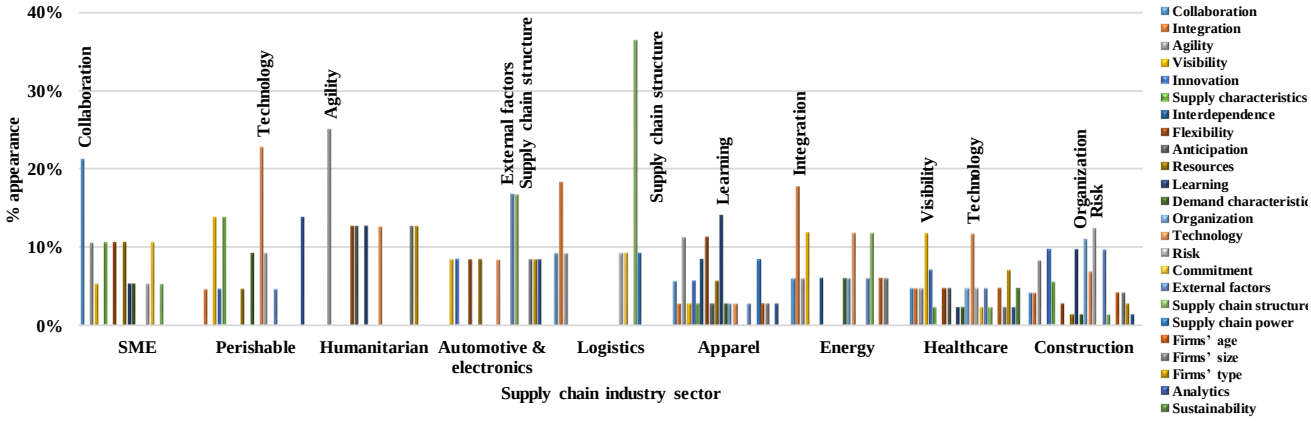


Figure 6 shows that in manufacturing supply chain, the SCR enablers mostly discussed are technology, organization, and learning, while in services supply chain, the dominant SCR enabler is learning. In the articles discussing miscellaneous objects, the tendency is similar with the general finding that the dominant SCR enablers are technology, organization, and learning.

Figure 7: SCR Enablers Domination Based on Industry Sector

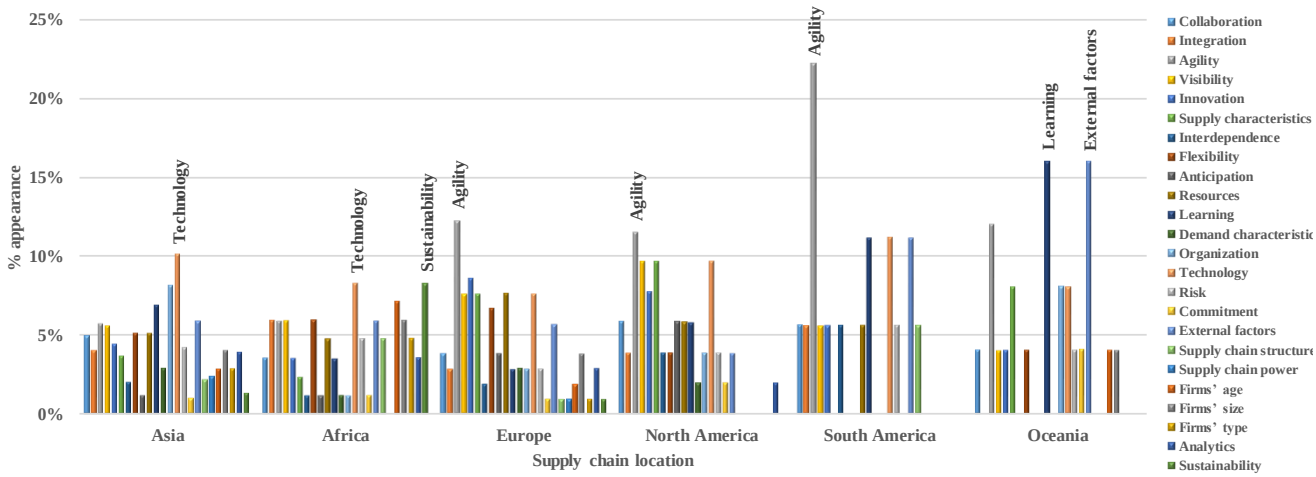


There are nine specific industry sectors covered in the 32% of reviewed articles namely SME supply chain, perishable supply chain, humanitarian supply chain, automotive and electronics supply chain, logistics supply chain, apparel supply chain, energy supply chain, healthcare supply chain, and construction supply chain. Each of the sectors has unique characteristics so that the dominant SCR enablers are unique as well, shown by the most frequent discussion of the SCR enablers in the related articles.

As presented in Figure 7, the dominant SCR enablers for SME is collaboration, relates to the low capital character of SMEs so they need to collaborate one to another to increase their strength. Technology

becomes the dominant SCR enablers for perishable supply chain and healthcare supply chain. It is relevant to the needs of the sectors to assure the sophistication of the facilities. Besides technology, the healthcare supply chain also needs visibility to ensure the precision of healthcare services. Humanitarian supply chains, that focus on serving humans, need agility to enabling their SCR. The automotive and electronics supply chain, and also logistics supply chain, need supply chain structure related aspects to enable their SCR. The complexity of the network will increase the problems in both supply chain sectors, as their performance depends on the distribution and transportation activities. As a fashion related sector, apparel supply chains require learning aspects as their SCR enablers, to support the product development function. Integration becomes the dominant SCR enablers for energy supply chains. Energy is a kind of high cost supply chain so that the integration of all aspects and elements of the supply chains is important to optimize the costs. Last, the construction supply chains mostly need organizational aspects and risk orientation to enable their SCR, as they usually are sensitive on time and cost in one hand, and risky in organizing multi-parties and vendors involved in a construction project.

Figure 8: SCR Enablers Domination Based on Location



The location of supply chain operations is analyzed related to the different cultures across locations. This study uses continents to clusters the locations as presented in Figure 3. Antarctica is not included in the analysis because no article discusses supply chain in Antarctica. The different dominant supply chain among locations is illustrated in Figure 8. Supply chains in Asia and Africa are similar, need technology to support their SCR, as they mostly still struggle to enhance the technology usage. Besides technology, supply chains in Africa need sustainability aspects too for being resilience. Europe, North America, and South America are relatively same, require agility for their SCR. They relatively have no problem about technology, so the disruption is dominated by customer force and competition, so that agility becomes the key factors to be resilient. Oceania have different phenomena. Learning and external factors becomes the dominant enablers in the discussion of SCR in Oceania.

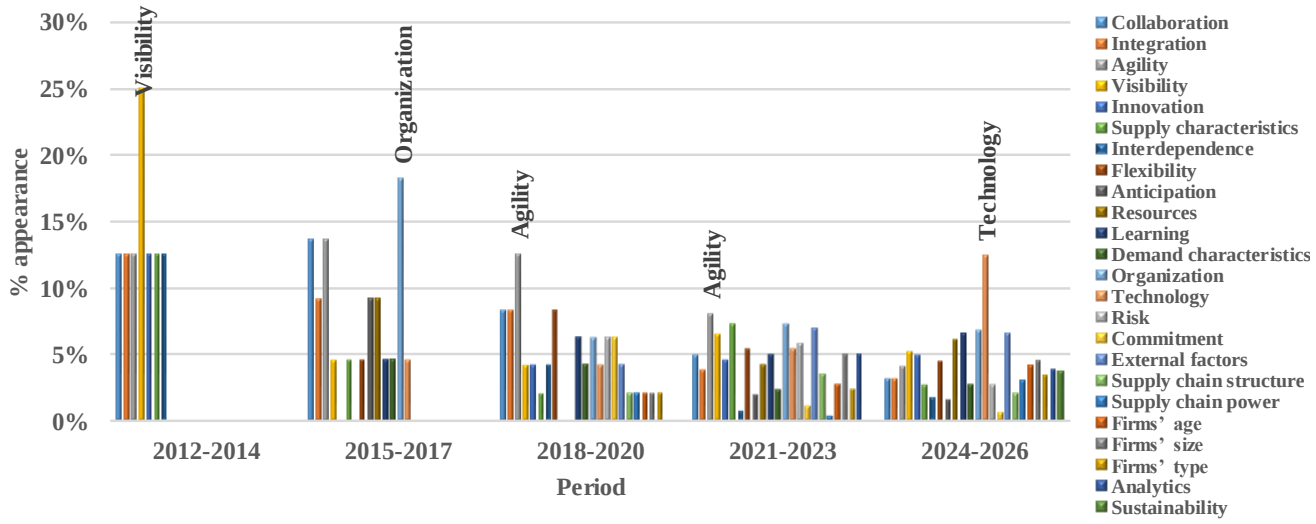
4.3. Shifting of the Discussion of Supply Chain Resilience Enablers

The articles involved in this study are published in the last 15 years (2012-2026). Analysis on the trend of SCR enablers by dividing the 15 years into three-year periods shows that in the beginning, the SCR enablers discussed are collaboration, integration, agility, visibility, innovation, supply characteristics, and interdependence. In the next period, flexibility, anticipation, resources, learning, demand

characteristics, organization, and technology appear gradually. Subsequently, risk, commitment, external factors, supply chain structure, supply chain power, firms' age, firms' size, and firms' type start to be discussed in the third three-year period. In the fourth three-year period analytics discussion begin, in the last three-year period sustainability discussion related to SCR raises. Analytics related factors become the trend of SCR discussion in the future research because it encourages more precise and cogent decision making. The support of technology enables the analytics implementation. Regarding to the needs to caring of the earth, sustainability aspects of SCR enablers becomes the needs for current and future research too.

Furthermore, the dominant discussion about SCR enablers are shifting by time. Base on three-year period time window, the change of the dominant SCR enablers is shown in Figure 9. In the first period, visibility becomes the dominant discussion in SCR. In the second period, the discussion of SCR is dominated by organizational aspects. The next two periods (2018-2023) discussion of SCR is enlivened by agility orientation. In the last three-year period the focus is shifting to technology as SCR enablers. The technology discussed are digital technology, blockchain, artificial intelligent, and internet of things.

Figure 9: The Shifting of Dominant SCR Enablers



5. Conclusion and Further Research

Different from other recent review articles [3, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17], this study uses longer time frame of review so that the shifting and the trend of the phenomena of SCR enablers can be portrayed in more detail manner. Furthermore, this study also portrayed the phenomena of influencing SCR enablers based on supply chain industry types, industry sectors, and industry locations, so that results will both contribute in academic field in terms of knowledge enrichment about SCR enablers phenomena, and can be utilized by supply chain practitioners to choose the most influential SCR enablers to be prioritized in analysis and decision making process.

The findings from this study are related to the defining of the SCR enablers, the dominant SCR enablers based on supply chain industry types, industry sectors, and locations, and the trend of SCR enablers appearance and domination. In terms of SCR enablers definitions, this study formulated 24 variables ad

SCR enablers from 160 quantitative and empirical research articles. In terms of domination of SCR enablers, this study found that the dominant SCR are different among different supply chain industry types, industry sectors, and supply chain locations. In terms of the trend of SCR enablers, this study concludes that the SCR enablers are shifted by time, started with the internal aspects of SCR like collaboration and integration, followed by customer related aspects like flexibility and demand characteristic, then technology, and the last are analytics and sustainability.

Regarding to more complex disruption and the increase of supply chain complexity itself, research on SCR becomes the currently and in the future, as well as research on SCR enablers. Specifically, the trend of the future research in SCR enablers is related to analytics implementation and sustainability efforts, with the support of technology. In particular, this study can be extended to more in depth analysis by quantitative method to support the development of framework of SCR and its enablers.

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