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[www.elsevier.com/locate/ijpe](http://www.elsevier.com/locate/ijpe)

PII: S0925-5273(16)30238-9  
DOI: <http://dx.doi.org/10.1016/j.ijpe.2016.09.008>  
Reference: PROECO6527

To appear in: *Intern. Journal of Production Economics*

Received date: 22 October 2015  
Revised date: 20 June 2016  
Accepted date: 12 September 2016

Cite this article as: Xavier Brusset and Christoph Teller, Supply Chain Capabilities, Risks, and Resilience, *Intern. Journal of Production Economics* <http://dx.doi.org/10.1016/j.ijpe.2016.09.008>

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# Supply Chain Capabilities, Risks, and Resilience

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## Abstract

Supply chain resilience is an operational capability that enables a disrupted or broken supply chain to reconstruct itself and be stronger than before. This paper examines resilience using the dynamic capabilities approach, grounded in the Resource-Based View of firms. The purpose of this research is to provide insights for achieving resilience by mapping the relationships between the practices, resources, and processes over which a manager has control. A survey of 171 managers is used to test a conceptual model that proposes relationship between supply chain capabilities and resilience as well as the moderating role of supply chain risks. Variance-based structural equation modeling reveals that only tighter integration between echelons and increasing flexibility lead to added resilience. The perception of supplier risk helps motivate the supply chain manager to enhance integration capabilities and thus achieve higher resilience. Furthermore, the perception of external risks to a supply chain actually reduces the effort of deploying external capabilities to obtain resilience. Overall, the findings strongly support the view that resources, routines, and capabilities provide different results in terms of resilience depending upon supply chain risk factors.

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<sup>☆</sup>This paper has been written using material collected during the “Baromètre Supply Chain” project led by CapGemini Consulting and in association with the École Centrale de Paris and SupplyChainMagazine.fr. We gracefully acknowledge their support.

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