

| RESEARCH ARTICLE

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DOI URL: <http://dx.doi.org/10.21474/JNBMS01/152>**SUPPLY CHAIN RESILIENCE AND BUSINESS CONTINUITY: STRATEGIES FOR
MANAGING DISRUPTIONS IN MODERN ORGANIZATIONS****Hamza R. Siddiqui, Olivia M. Carter and Vikram S. Patel****Corresponding Author:** Hamza R. Siddiqui**| ABSTRACT**

Supply chain resilience has become an important management priority as organizations face disruptions arising from natural disasters, transportation difficulties, supplier failures, economic instability, and geopolitical uncertainty. A disruption in one part of a supply network can affect production, inventory availability, customer service, and financial performance. This paper examines the importance of supply chain resilience and identifies management strategies that can help businesses maintain operational continuity. A qualitative narrative literature review approach is used to discuss supply chain risk management, supplier diversification, inventory planning, information sharing, and contingency planning. The discussion suggests that organizations can strengthen resilience by identifying critical dependencies, developing alternative sourcing arrangements, improving communication with suppliers, and establishing clear recovery procedures. However, resilience measures may increase short-term costs and require additional coordination. Businesses must therefore balance efficiency with preparedness. The paper concludes that supply chain resilience should be integrated into strategic planning rather than treated solely as an emergency response activity.

| KEYWORDS

Supply chain resilience, business continuity, risk management, supplier diversification, logistics, operations management.

| ARTICLE INFORMATION**RECEIVED:** 13 July 2026**ACCEPTED:** 17 August 2026**PUBLISHED:** September 2026**Introduction:-**

Modern businesses depend on interconnected networks of suppliers, manufacturers, distributors, and customers. These networks support efficient production and delivery but can also create vulnerabilities when a critical supplier or transportation route becomes unavailable. A disruption may cause production delays, increased costs, lost sales, and damage to customer relationships. Supply chain resilience refers to an organization's ability to prepare for disruptions, respond effectively, and recover its operations. Christopher and Peck (2004) highlighted the importance of developing resilient supply chains through risk awareness, collaboration, and appropriate organizational structures. The growing complexity of international trade has made supply chain planning an important responsibility for business managers. Companies must consider not only purchasing costs but also the reliability of suppliers, the availability of alternative materials, and the time required to recover from unexpected events.

Research Objectives:-

1. To explain the importance of supply chain resilience.
2. To identify major risks affecting business supply networks.
3. To examine strategies for reducing supply chain vulnerability.
4. To recommend practical approaches to business continuity planning.

Review of Literature:-

Christopher and Peck (2004) discussed the development of resilient supply chains and emphasized the importance of risk management and collaboration. Sheffi and Rice (2005) examined the organizational capabilities that allow businesses to respond to major disruptions. These perspectives suggest that resilience requires both preparation and adaptability. Organizations need to understand their critical suppliers, identify possible failure points, and establish procedures for responding when normal operations are interrupted.

Research Methodology:-

This paper adopts a qualitative narrative literature review approach. It draws on established research concerning supply chain risk, resilience, and business continuity. The discussion is organized around risk identification, sourcing decisions, inventory management, information sharing, and recovery planning. No original survey or experimental data are claimed.

Major Supply Chain Risks:-

Supplier Dependence:-

Dependence on a single supplier can expose a business to substantial risk. If the supplier experiences financial difficulties, production problems, or transportation delays, the purchasing organization may be unable to obtain essential materials.

Transportation and Logistics Disruptions:-

Road closures, port congestion, fuel-price changes, and extreme weather can interrupt deliveries. These problems may affect businesses even when their suppliers continue to operate normally.

Demand Uncertainty:-

Unexpected changes in customer demand can create shortages or excess inventory. Businesses need reliable forecasting and flexible planning to respond to changing market conditions.

Information Gaps:-

Insufficient communication between suppliers and buyers can delay the identification of problems. Timely information enables managers to make alternative arrangements before disruptions become more serious.

Strategies for Improving Resilience:-

Supplier diversification can reduce dependence on a single source, especially for critical materials. Businesses may also maintain carefully selected safety stocks for items with long replacement times or significant operational importance. Scenario planning is another useful strategy. Managers can consider possible disruptions and determine how the organization would respond to each situation. Business continuity plans should identify responsible personnel, communication procedures, alternative suppliers, and recovery priorities. Digital monitoring tools can improve visibility into inventory, orders, and delivery schedules. However, these systems must be supported by accurate data and clear procedures for responding to alerts. Collaboration is equally important. Sharing appropriate forecasts and communicating potential delays can help organizations coordinate their responses and reduce unnecessary uncertainty.

Discussion:-

Supply chain resilience involves balancing cost efficiency with preparedness. Maintaining additional suppliers or inventory may increase operating expenses, but excessive cost reduction can leave a business vulnerable to disruptions. The appropriate balance depends on the criticality of materials, replacement lead times, supplier reliability, and the consequences of operational failure. Resilience also requires coordination across departments. Purchasing, operations, finance, and customer service should understand their responsibilities during disruptions. Managers should regularly review contingency plans and learn from previous incidents.

Recommendations:-

Organizations should map critical suppliers, evaluate supply chain risks, develop alternative sourcing arrangements, improve supplier communication, and test business continuity plans. Performance measurement should include recovery time, delivery reliability, supplier concentration, and the cost of disruptions. Small businesses can begin with simple risk registers and alternative supplier lists before investing in more advanced monitoring systems.

Conclusion:-

Supply chain resilience is essential for organizations seeking to maintain reliable operations in uncertain environments. Supplier diversification, risk assessment, contingency planning, inventory management, and collaboration can reduce vulnerability and support recovery. Businesses should integrate these practices into strategic planning and regularly evaluate

their effectiveness. A resilient supply chain is not necessarily the cheapest supply chain; it is one that balances efficiency with the ability to respond to unexpected events.

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1. Christopher, M., & Peck, H. (2004). Building the resilient supply chain. *The International Journal of Logistics Management*, 15(2), 1–14.
2. Sheffi, Y., & Rice, J. B., Jr. (2005). A supply chain view of the resilient enterprise. *MIT Sloan Management Review*, 47(1), 41–48.