

# SUPPLY CHAIN RESILIENCE: THE CASE OF BIBLIOMETRIC ANALYSIS

Olga Lingaitienė

*Kauno kolegija Higher Education Institution*

**Abstract.** Today, resilience in supply chains is essential to business processes, enabling companies to adapt, manage change, and decide on recovery strategies in an uncertain, highly interconnected global environment. The aim of this article is to assess the historical development and conceptual evolution of supply chain resilience and to summarize the current state of research. This is achieved by: (1) thematically selecting and summarizing studies, (2) identifying key factors, and (3) conducting bibliometric analysis, describing research gaps, and suggesting further research. Supply chain resilience is examined using an integrated approach, combining a theoretical review with a bibliometric analysis of the existing literature to identify the key factors of resilience. Attention is focused on internal and external capabilities, organizational and systemic flexibility, inter-organizational collaboration, and the adoption of advanced technologies. Using the Web of Science and Scopus databases and specific keywords, peer-reviewed empirical and conceptual articles on the links between resilience and the supply chain are selected. A dynamic systematic literature network analysis methodology is applied, combining systematic review procedures and bibliographic network analysis to reveal key research trends, thematic clusters, and major contributions. The selected articles were used to develop a reference framework encompassing the dimensions of supply chains and resilience. This article develops a reference framework for “supply chain resilience,” defining its application procedures and guidelines. Research findings indicate that despite the abundance of literature, many publications still fail to provide clear practical insights into the implementation of specific “Supply Chain Resilience” initiatives. This is important for both academia and practice: it is highlighted that resilient supply chains are not an added value but a strategic necessity that ensures business continuity and long-term competitive advantage. The results contribute to the development of a more coherent conceptual framework and define key guidelines for further research and managerial decision-making.

**Keywords:** supply chain, resilience, bibliometric analysis, clusters

## Introduction

In today’s business environment, global supply chains are particularly vulnerable to disruptions ranging from natural disasters and geopolitical instability to macroeconomic volatility and unprecedented events such as the COVID-19 pandemic. Such disruptions sometimes dramatically disrupt organizational operations, hit financial results, and significantly weaken competitiveness. Consequently, the relevance of the concept of supply chain resilience is growing, and it is rapidly becoming the epicenter of academic and practical discussions (Ali et al., 2017; Geske, Novoszel, 2022).

Supply chain resilience is a cornerstone strategic resource that extends beyond mere technical or operational robustness (Tukamuhabwa et al., 2015; Ali et al., 2017; Adobor, McMullen, 2018). Resilient supply chains enable organizations not only to withstand shocks but also to recover more quickly (Piprani et al., 2022; Drozdibob et al., 2023; Namdar et al., 2022), capitalize on unexpected changes, and strengthen long-term strategic planning, decision-making, and adaptability (Skenderi, Krasniqi, 2025; Abudu et al., 2025; Ahmed et al., 2025), and sustainable competitive advantage. Therefore, resilience is today one of the critical elements of supply chain management, determining the success of organizations in an unstable environment (Maheshwari, Jaggi, 2025; Al-Qasimi et al., 2024; Iftikhar, Vlachos, 2025).

The aim of this study is to conduct a comprehensive and systematic investigation of supply chain resilience by integrating theoretical insights with bibliometric analysis, thereby revealing the importance of supply chain resilience (SCR) and the key factors influencing its implementation. Specifically, the study aims to: (i) highlight the significance of resilience in modern supply chains; (ii) identify and summarize the key factors that contribute to the development and maintenance of supply chain resilience; and (iii) conduct a bibliometric analysis to identify the main research directions, grouping them into thematic clusters, and assess the scientific and practical impact of these studies.

The article consists of four chapters, a conclusion, and a list of references. Chapter 1 presents a summary of the systematic review of the scientific literature on supply chain resilience and a critical perspective on the practical significance of modern supply chain management. Chapter 2, following a conceptual literature review, describes the main factors of supply chain resilience. Chapter 3 details the applied methodological framework and presents empirical results, while the bibliometric analysis reveals publication trends and the most relevant research topics. Chapter 4 provides a detailed description of the results of the bibliometric

analysis, thematically grouping them into 8 clusters, which present the most frequently occurring keywords and identify research gaps. The article concludes with the study's findings, practical insights, and recommendations for future research to strengthen supply chain resilience in an unstable, unpredictable global environment.

### Highlighting the vital importance of a resilient supply chain

A systematic review of the academic literature on supply chain resilience (SCR) shows that resilience is a multidimensional concept that demands a holistic, integrated approach. It involves the abilities to foresee, adapt to, respond to, recover from, and learn from disruptions, bringing together both process-focused and capability-focused viewpoints (Piprani et al., 2022; Ali et al., 2017; Adobor, McMullen, 2018; Geske, Novoszel, 2022). Conceptual models rooted in dynamic capabilities, complex adaptive systems, and structural contingency theory offer a solid foundation for interpreting resilience at both the organizational and network levels, thereby supporting the alignment of strategic, operational, and technological elements (Drozdbob et al., 2023; Skenderi, Krasniqi, 2025).

Empirical research further indicates that resilience is not merely a conceptual model but has concrete effects on supply chain performance. Integrating adaptive (short-term) and transformative (long-term) strategies, calibrated to the complexity of the supply chain, has been found to improve both firm-level and broader system-level outcomes during disruptive events (Abudu et al., 2025; Namdar et al., 2022). At the same time, digital transformation technologies including artificial intelligence (AI), blockchain, the Internet of Things (IoT), and digital twins are pivotal in enhancing visibility, agility, and responsiveness, thereby facilitating rapid operational restoration and strengthening long-term adaptive capabilities (Zaman et al., 2025; Wu et al., 2024; De Oliveira et al., 2024; Muralidhar et al., 2025; Ahmed et al., 2025). Collectively, these technologies support continuous, real-time monitoring, sophisticated predictive analytics, and evidence-based, data-driven decision-making, thereby bolstering supply chains to absorb and recover from disruptions.

Moreover, collaboration between organizations, trust, and knowledge management have been identified as key drivers of resilience, especially in complex, tightly interconnected supply network configurations (Quttainah et al., 2024; Fayezi, Ghaderi, 2022; Stephens et al., 2022; Ahmed et al., 2025). Strong collaboration promotes information sharing, coordinated activities, and collective problem-solving, while knowledge management underpins organizational learning and the dissemination of best practices, both of which are essential in times of disruption.

The literature further highlights the essential need to apply resilience-focused strategies at every level of the supply chain. Adaptive strategic frameworks allow firms to respond effectively to short-term environmental shocks and operational disruptions, while transformative strategies foster long-term structural enhancement and capability development (Abudu et al., 2025; Namdar et al., 2022). When these approaches are combined with advanced digital technologies and collaborative practices, they significantly enhance both the speed of recovery and the maintenance of performance under conditions of uncertainty (Zaman et al., 2025; Wu et al., 2024; De Oliveira et al., 2024). Table 1 presents a summary of the SCR-related topics identified by the author and their key characteristics.

**Table 1.** Principal insights derived from the scholarly literature on SCR (created by author)

| Theme                                           | Key Insights                                                                                                                                                                                                                                                                      | References                                                                                     |
|-------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------|
| Multidimensional Conceptualization & Frameworks | Resilience is understood as a multidimensional concept that includes anticipation, adaptation, response, recovery, and learning, with current frameworks integrating both process-focused and capability-based views rooted in dynamic capabilities and complex adaptive systems. | Piprani et al. (2022); Drozdibob et al. (2023); Ali et al. (2017); Adobor and McMullen (2018). |
| Role of Digital Technologies                    | Digital transformation driven by technologies such as AI, blockchain, IoT, and digital twins improves supply chain transparency, flexibility, and responsiveness, supporting both immediate operational recovery and the development of long-term adaptive capabilities.          | Zaman et al. (2025); Wu et al. (2024); de Oliveira et al. (2024); Muralidhar et al. (2025).    |
| Integration of Resilience Strategies            | Combining adaptive (short-term) and transformative (long-term) strategies in ways that align with the level of supply chain complexity improves performance at both the organizational and system-wide levels during disruptions.                                                 | Abudu et al. (2025); Namdar et al. (2022).                                                     |

| Theme                                          | Key Insights                                                                                                                                                                                                                                                                                             | References                                                                                       |
|------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|
| Measurement & Assessment Methodologies         | Methods such as simulation, graph-theoretic approaches, Bayesian networks, fuzzy logic, and multi-criteria decision-making frameworks are widely used; however, they have inherent limitations in comprehensively representing ripple effects and dynamic interdependencies within supply chain systems. | Femano et al. (2025); Shasha et al. (2025); Pavlov et al. (2019); Agarwal et al. (2022).         |
| Inter-organizational Collaboration & Knowledge | Collaboration, trust, and effective knowledge management are essential to making supply chains more agile and responsive to external shocks and operational disruptions.                                                                                                                                 | Quttainah et al. (2025); Fayezi and Ghaderi (2022); Stephens et al. (2022); Ahmed et al. (2025). |

Collectively, the convergence of multidimensional conceptual frameworks, accumulated empirical evidence, and a range of technological and managerial enablers indicates that supply chain resilience (SCR) constitutes a strategic imperative rather than an operational option. Organizations that systematically integrate adaptive and transformative strategies, exploit advanced digital technologies, and institutionalize inter-organizational collaboration and knowledge sharing are more likely to sustain competitive advantage, manage disruptions in a proactive and effective manner, and enhance the long-term structural robustness and functional continuity of their supply chains (Piprani et al., 2022; Ali et al., 2017; Drozdibob et al., 2023; Zaman et al., 2025).

### Determinants of Supply Chain Resilience

Building on earlier studies of SCR, the author identifies several key factors that enable organizations to anticipate, respond to, and recover from disruptions. First, both endogenous capabilities and exogenous risk factors are critical, and formalized risk management frameworks offer a systematic methodology for identifying, assessing, and prioritizing potential disruptions according to their probability of occurrence and magnitude of impact (Geske, Novoszel, 2022; Drozdibob et al., 2023; Ali et al., 2017). Second, Organizational flexibility and agility constitute essential capabilities for effective adaptation to dynamic environmental conditions, enabling rapid reengineering of operational processes and timely responses to unanticipated disruptions (Brusset, Teller, 2017; Yang, 2021; Radhakrishnan et al., 2018). Third, inter-organizational collaboration, trust, and strong relationships with suppliers and partners enhance information exchange, operational coordination, and collaborative problem-solving, which are crucial during a crisis (Fayezi, Ghaderi, 2022; Ahmed et al., 2025; Azadegan, Jayaram, 2018). Finally, the incorporation of advanced digital technologies – such as AI, blockchain, IoT, and big data analytics enhances SCR by increasing end-to-end transparency and visibility across logistics processes, information flows, and stakeholder interactions, predictive capabilities, and data-driven decision-making (Zaman et al., 2025; Wu et al., 2024; Muralidhar et al., 2025). Taken together, these factors form an integrated framework for strengthening resilience at both the organizational and network levels. A brief summary of these key determinants is presented in Table 2.

**Table 2.** Key indicators contributing to SCR (created by author)

| Factor                          | Description                                                                                                                                                                                                                                                   | References                                                                                                                             |
|---------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|
| Internal and External           | The evaluation of SCR requires systematically aligning a firm's internal capabilities with the identification and management of external risk factors, using structured risk management frameworks that rank potential disruptions by probability and impact. | Al-Qasimi et al. (2024); Geske and Novoszel (2022); Drozdibob et al. (2023); Ali et al. (2017).                                        |
| Flexibility and Agility         | Rapid organizational adaptability, supported by high supply chain flexibility and agility, is crucial for responding effectively to disruptions and uncertain environmental conditions.                                                                       | Iftikhar and Vlachos (2025); Tukamuhabwa et al. (2015); Brusset and Teller (2017); Yang (2021); Radhakrishnan et al. (2018).           |
| Collaboration and Relationships | Inter-organizational trust and collaboration strengthen information sharing and coordination, enabling more effective disruption management.                                                                                                                  | Iftikhar and Vlachos (2025); Maheshwari and Jaggi (2024); Fayezi and Ghaderi (2022); Ahmed et al. (2025); Azadegan and Jayaram (2018). |
| Technological integration       | Implementing advanced digital technologies such as AI, blockchain, IoT, and big data analytics enhances SCR by improving visibility, enabling prediction, and enabling data-driven decision-making.                                                           | Hu and Ghadimi (2025); Ceptureanu et al. (2025); Irfan et al. (2025); Zaman et al. (2025); Wu et al. (2024); Muralidhar et al. (2025). |

Supply chain resilience (SCR) emerges from the interaction among internal organizational capabilities, external risk management practices, operational flexibility, inter-organizational collaboration, and the adoption of advanced digital technologies. Collectively, these dimensions enable firms to proactively identify emerging threats, dynamically adjust operations, and efficiently restore normal functioning following disruptions. Systematic risk assessment supports the prioritization of critical hazards, agile process designs enable rapid and adaptive responses, and collaborative relationships across the supply network facilitate coordinated actions and bidirectional knowledge sharing. Furthermore, the deployment of advanced digital technologies, including artificial intelligence (AI), blockchain, the Internet of Things (IoT), and big data analytics, improves end-to-end supply chain visibility and strengthens predictive and prescriptive decision-making capabilities.

### Bibliometric Assessment of the Influence of Resilience on the Supply Chain Domain

Supply chain efficiency and resilience have never mattered more. Global networks are being shaken by pandemics, geopolitical conflicts, and natural disasters, exposing the vulnerability of traditional models. In this volatile environment, resilient supply chains give firms a critical edge: they can pivot faster to unexpected shocks, limit financial and operational damage, and keep business running when instability is the norm, not the exception. Against this backdrop, understanding how resilience shapes the supply chain landscape is crucial. To map this intellectual terrain, we conducted a bibliometric analysis to pinpoint the dominant research streams, the most intensely examined themes, and the cutting-edge trends driving the evolution of supply chain resilience (SCR).

The bibliometric analysis was performed using data extracted from the Web of Science Core Collection (WoSCC), a widely recognized multidisciplinary citation database that offers extensive coverage of peer-reviewed scientific literature, including high-quality scholarly journals and conference proceedings. WoSCC applies rigorous journal selection criteria, employs standardized citation indexing procedures, and encompasses a broad spectrum of influential scientific publications, thereby ensuring the reliability, consistency, and scholarly relevance of the dataset used in this analysis.

This study analyzes academic publications indexed in the Web of Science Core Collection between 2001 and 2025, identified using the keywords “supply chain” and “resilience.” These terms were chosen to broadly encompass the main body of literature on SCR, including risk management, disruption mitigation, adaptation, resilience, and recovery capabilities. The search strategy yielded 7,780 publications, indicating a substantial and increasing scholarly interest in SCR over the period examined.

To offer a more detailed overview of recent research trends, the analysis concentrates on the years 2016–2025, a period in which the volume of academic publications in this area rose substantially. This surge is largely linked to the growing frequency of global disruptions such as economic crises, geopolitical tensions, climate-related incidents, and, above all, the COVID-19 pandemic, which has greatly intensified research efforts to strengthen supply chain resilience. Over this timeframe, Figure 1 shows the yearly number of academic publications on SCR.

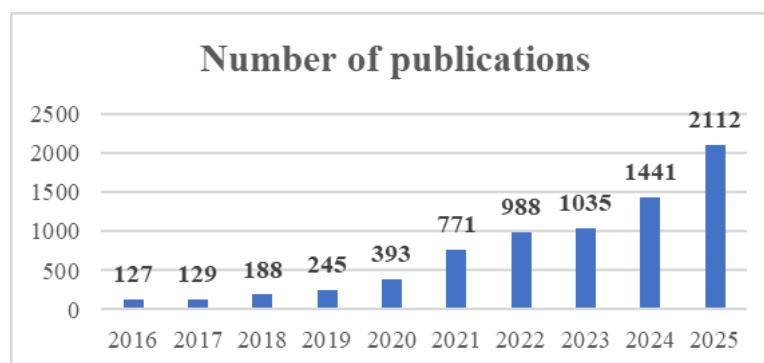


**Fig. 1.** Count of publications obtained from the Web of Science database using the keywords “supply chain” and “resilience” (compiled by the author)

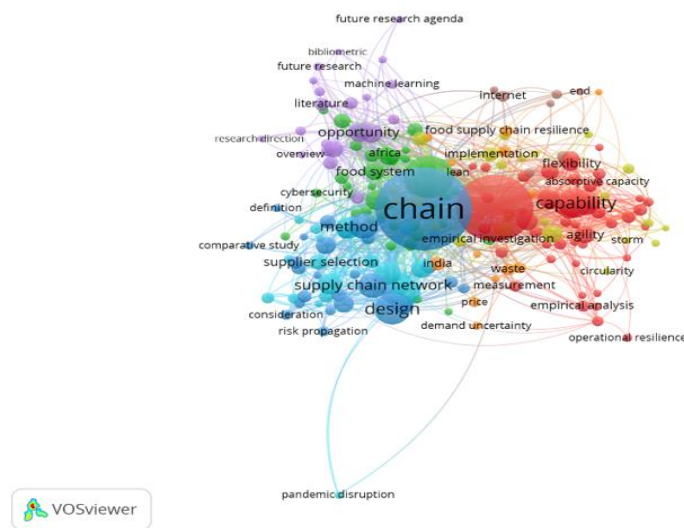
Table 3 presents the share of publications from 2016 to 2025 in relation to the total number of publications produced between 2001 and 2025. The figures show that a large fraction of the overall scientific output on SCR has appeared in the last decade. This trend points to the growing importance and maturation of this field of research, as well as a clear shift from mainly conceptual discussions to more application-focused, empirically based studies.

**Table 3.** Proportion of publications during the period 2016–2025 (in percent) (created by author)

| Publication Years | Record Count | Percent, % |
|-------------------|--------------|------------|
| 2025              | 2112         | 28,43      |
| 2024              | 1441         | 19,40      |
| 2023              | 1035         | 13,93      |
| 2022              | 988          | 13,30      |
| 2021              | 771          | 10,38      |
| 2020              | 393          | 5,29       |
| 2019              | 245          | 3,30       |
| 2018              | 188          | 2,53       |
| 2017              | 129          | 1,74       |
| 2016              | 127          | 1,71       |

As shown in Table 3, the number of publications over the past decade indicates that SCR has become a key research focus in supply chain management and related fields. Scholarly attention is increasingly devoted to designing and developing systems, analytical models, and managerial approaches that enhance resilience amid rising uncertainty and complexity in global supply networks. The bibliometric analysis further confirms that the SCR literature is not only growing in volume but is also acquiring greater strategic relevance for both academic inquiry and practical implementation.

Alongside the examination of academic outcomes, a bibliometric map was created using VOSviewer software to assess how frequently the keywords “supply chain” and “resilience” appear in the scientific literature. This map illustrates the connections among closely related keywords, depicted as circles of varying sizes and colors, with lines between them representing the strength of these connections. The physical closeness of the keywords on the map visually reflects their semantic and conceptual relationships within the broader context of scientific discussion. Through this approach, the study aims to systematically clarify the most prominent research frameworks, pinpoint the most influential academic contributions, and describe how the conceptualization and role of resilience in supply chain management have evolved over time.

**Fig. 2.** Clusters map (source: VOSviewer, by using keywords “supply chain”, “resilience”) (created by author)

Another density map, likewise generated with VOSviewer and shown in Figure 3, illustrates the co-occurrence patterns of the keywords “supply chain” and “resilience” within the academic literature. Lighter shades (yellow and green) mark areas with greater keyword density, indicating where related topics appear most frequently, while darker shades correspond to regions with fewer scientific contributions. The terms “chain,” “capability,” “supply chain network,” and “design” exhibit the highest prominence on the map, thereby highlighting the main thematic focal points of current research and scholarly debate. The spatial distance between keywords reflects the strength and character of their conceptual connections, and regions of elevated density reveal clusters of topics that have been examined intensively, supporting the identification of core thematic areas and dominant research trends in the field of SCR.

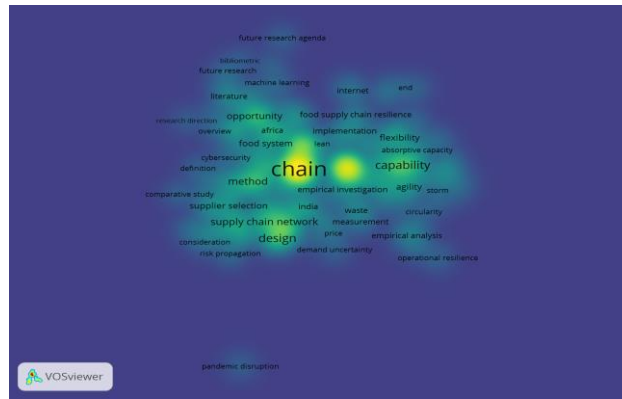


**Fig. 3.** Clusters density map (source: VOSviewer, by using keywords “supply chain”, “resilience”) (created by author)

The density map complements the bibliometric analysis by revealing latent structural patterns, predominant thematic clusters, and emerging research fronts within the SCR literature, thereby providing a concise yet comprehensive depiction of the field’s historical development and its prevailing research priorities.

### Result of bibliometric analysis

The bibliometric analysis was performed using data retrieved from the Web of Science database, and the resulting datasets were subsequently visualized with VOSviewer, as illustrated in Figures 2 and 3.

The findings indicate that, following the implementation of a keyword-based search using the terms “supply chain” and “resilience,” 211 distinct keywords were identified and subsequently categorized into 8 clusters, as presented in Table 4. The articles were identified through a systematic search of the Web of Science database for the period 2016–2025, using the keywords “supply chain” and “resilience”. The lines represent connections between keywords, with their thickness indicating the strength of each relationship. Thicker lines indicate a higher frequency of publications in which the two keywords co-occurred. The size of each circle represents the relative significance of the keyword, whereas circles sharing the same color indicate that the corresponding keywords are assigned to the same cluster.

**Table 4.** The summary of clusters keywords

| Number of clusters | Keywords                      | Number of Links | Occurances | Strength of Links |
|--------------------|-------------------------------|-----------------|------------|-------------------|
| 1                  | chain resilience              | 153             | 889        | 723               |
|                    | capability                    | 77              | 170        | 223               |
|                    | relationship                  | 52              | 77         | 113               |
| 2                  | pandemic                      | 111             | 378        | 356               |
|                    | food system                   | 36              | 66         | 64                |
|                    | food security                 | 33              | 60         | 60                |
| 3                  | chain                         | 183             | 1389       | 981               |
|                    | design                        | 54              | 199        | 165               |
|                    | optimization                  | 44              | 133        | 125               |
| 4                  | view                          | 41              | 63         | 73                |
|                    | implementation                | 27              | 39         | 47                |
|                    | sustainable supply chain      | 27              | 48         | 37                |
| 5                  | systematic review             | 42              | 76         | 85                |
|                    | opportunity                   | 38              | 78         | 85                |
|                    | bibliometric analysis         | 28              | 56         | 55                |
| 6                  | uncertainty                   | 65              | 138        | 165               |
|                    | decision                      | 55              | 105        | 117               |
|                    | method                        | 47              | 103        | 104               |
| 7                  | big data analytics            | 23              | 28         | 36                |
|                    | india                         | 22              | 42         | 38                |
|                    | green supply chain management | 20              | 14         | 23                |
| 8                  | visibility                    | 27              | 26         | 38                |
|                    | internet                      | 21              | 25         | 40                |
|                    | lean                          | 15              | 16         | 23                |

Table 4 presents the results of the bibliometric analysis performed on the most frequently used keywords. Eight main clusters were identified, outlining the thematic structure of research in supply chain management and the associated research trajectories. The first cluster focuses on chain resilience, capabilities, and partnership management, highlighting the ability of supply chain systems to adapt dynamically to disruptive events while sustaining continuous organizational operations. The second cluster addresses the impact of pandemics on food systems and food security, clarifying how global crises influence the resilience and functioning of agri-food supply chains and, in turn, the reliability and stability of food supply. The third cluster is primarily concerned with supply chain configuration, process optimization, and efficiency improvement, highlighting the essential role of academic research in the design of supply chain systems and in enhancing their operational performance.

Additional clusters further refine this thematic structure. The fourth cluster investigates supply chain implementation strategies and sustainability dimensions, whereas the fifth cluster focuses on systematic literature reviews and bibliometric analyses to identify research gaps and emerging research opportunities. The sixth cluster addresses decision-making under conditions of uncertainty, thereby illustrating methodological heterogeneity within the field of risk and uncertainty management. The seventh cluster elucidates patterns of technology integration and environmentally sustainable supply chain management, including studies on big data analytics and region-specific implementation practices, for example, in the Indian context. The eighth cluster pertains to visibility, digitalization, and the application of lean management principles, thereby highlighting the pivotal importance of transparency and operational efficiency in supply chain processes.

Overall, these clusters underscore the complexity and thematic heterogeneity of the supply chain management literature, encompassing domains such as resilience, optimization, sustainability, technology adoption, and methodological advancement. Each cluster not only highlights the most salient and influential lines of inquiry but also elucidates the interrelationships among keywords, thereby facilitating the identification of critical research problems, novel opportunities, contemporary developments, and emerging paradigms in Supply Chain Management.

## Conclusions

This study offers a comprehensive and systematic examination of the determinants, mechanisms, and outcomes of supply chain resilience (SCR). It synthesizes conceptual and theoretical perspectives with a bibliometric analysis to encompass both foundational models and emerging research trajectories. The results substantiate that SCR constitutes a multidimensional component shaped by endogenous and exogenous capabilities, as well as by flexibility, inter-organizational collaboration, and the integration of digital technologies. Collectively, these factors enhance organizations' capacity to anticipate, absorb, adapt to, and recover from disruptive events. The bibliometric analysis identifies major thematic clusters, highly influential authors, and leading scholarly journals in the SCR domain. It further demonstrates a growing academic focus on adaptive and transformative strategic orientations and on the functional role of emerging digital technologies, including artificial intelligence (AI), blockchain, the Internet of Things (IoT), and big data analytics in strengthening supply chain resilience.

From a managerial standpoint, the study underscores the critical importance of systematically integrating structured risk management methodologies and frameworks, agile organizational processes, inter-organizational collaboration mechanisms, and advanced digital and analytical technologies. In combination, these components are pivotal for safeguarding operational continuity and sustaining competitive advantage. For the academic community, the results provide a coherent and theory-informed basis for further research, encompassing sector-specific applications, cross-industry comparative investigations, longitudinal study designs, and the development and validation of robust quantitative measurement instruments. Such instruments can be employed to capture and evaluate supply chain resilience (SCR) with greater precision and reliability.

In aggregate, this study advances scholarly understanding of SCR by consolidating and synthesizing extant knowledge and delineating the field's historical trajectory and conceptual evolution. Furthermore, it generates empirically grounded, practically actionable insights relevant to both academic researchers and professional practitioners.

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## TIEKIMO GRANDINĖS ATSPARUMAS: BIBLIOMETRINĖS ANALIZĖS PAVYZDYS

### Santrauka

Šiandien tiekimo grandinių atsparumas yra esminis verslo procesų veiksnys, nes leidžia įmonėms prisitaikyti, valdyti pokyčius ir priimti sprendimus dėl atsigavimo strategijų neapibrėžtoje, glaudžiai susijusioje pasaulinėje aplinkoje. Straipsnio tikslas – įvertinti tiekimo grandinės atsparumo istorinę raidą, konceptualią plėtrą ir apibendrinti dabartinę mokslinių tyrimų būklę. Tai daroma: (1) tematiškai atrenkant ir apibendrinant tyrimus, (2) nustatant pagrindinius veiksnius, (3) pateikiant bibliometrinę analizę, aprašant tyrimų spragas ir tolesnes tyrimų kryptis. Tiekimo grandinės atsparumas nagrinėjamas taikant integruotą metodą, derinant teorinę apžvalgą ir bibliometrinę esamos literatūros analizę, siekiant nustatyti pagrindinius atsparumo veiksnius. Dėmesys skiriamas vidiniams ir išoriniams gebėjimams, organizaciniam ir sisteminiam lankstumui, tarporganizaciniam bendradarbiavimui ir pažangių technologijų diegimui. Naudojantis „Web of Science“ ir „Scopus“ duomenų bazėmis bei specifiniais raktiniais žodžiais atrinkti recenzuojami empiriniai ir konceptualūs straipsniai apie atsparumo ir tiekimo grandinės sąsajas. Taikoma dinaminė sisteminė literatūros tinklo analizės metodika, jungianti sisteminę apžvalgą procedūras ir bibliografinių tinklų analizę, siekiant atskleisti pagrindines tyrimų tendencijas, temines grupes ir svarbiausius indėlius. Atrinktų straipsnių visuma panaudota referenciniam pagrindui, apimančiam tiekimo grandinės ir atsparumo dimensijas, sukurti. Straipsnyje plėtojamas „Tiekimo grandinės atsparumo“ referencinis karkasas, apibrėžiant jo taikymo procedūras ir gaires. Tyrimo rezultatai rodo, kad nepaisant gausios literatūros, daug publikacijų vis dar nepateikia aiškių praktinių įžvalgų apie konkrečių „Tiekimo grandinės atsparumo“ iniciatyvų įgyvendinimą. Tai svarbu mokslui ir praktikai: pabrėžiama, kad atsparios tiekimo grandinės nėra papildoma vertė, o strateginė būtinybė, užtikrinanti veiklos tęstinumą ir ilgalaikį konkurencinį pranašumą. Rezultatai prisideda prie nuoseklesnės konceptualios sistemos kūrimo ir apibrėžia pagrindines gaires tolesniems tyrimams ir vadybinių sprendimų priėmimui.

**Reikšminiai žodžiai:** tiekimo grandinė, atsparumas, bibliometrinė analizė, klasteriai

### Information about the author

**Dr. Olga Lingaitienė.** Kauno Kolegija Higher Education Institution, Faculty of Business, Assoc. Prof. Research field(s): supply chain management, circular economy, green logistics, sharing economy, waste management, and sustainability.  
Email address: [olga.lingaitiene@go.kauko.lt](mailto:olga.lingaitiene@go.kauko.lt)  
ORCID: 0000-0002-7479-0127