

Journal of Supply Chain Management

Journal of Supply Chain Management (JSCM) was launched as the *International Journal of Purchasing and Materials Management* in 1965. Like its title, the Journal's mission has adapted to the changing nature of the discipline. Our global economic system is facing an unprecedented transformation and supply chains play a key role in this journey. JSCM is the journal of choice among supply chain management scholars, attracting high-quality, high-impact empirical research focusing on theory building and empirical methodologies. As a global journal, JSCM welcomes submissions from researchers with a diversity of demographic (i.e. gender, nationality, etc.) and professional (i.e. university, academic discipline, research methodologies, etc.) backgrounds. JSCM welcomes interdisciplinary studies that push the boundaries of knowledge by focusing on emerging phenomena and/or using novel approaches to examine established phenomena.

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Title of the Special Issue

Supply chain resilience theory for tomorrow's world

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Introduction

Recent globally significant events, including the COVID-19 pandemic, the Russia-Ukraine and Israel-Gaza conflicts, the US-China trade war, and Brexit have highlighted the vulnerability of many supply chains and demonstrated why supply chain resilience (SCRES) is one of the most important topics in the supply chain management (SCM) literature. Despite significant attention on SCRES, including in *JSCM* (e.g., Brandon-Jones et al., 2014; Azadegan & Dooley, 2021; Wieland, 2021), global supply chains appear more vulnerable than ever to both endogenous and exogenous threats. This vulnerability appears set to continue as supply chain managers face up to the mega challenges posed by, for example, climate change, fractious international relations, and cyber-attacks.

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The overarching aim of this special issue is to enhance knowledge and inform practice on SCRES against the threats and challenges of tomorrow's world. Prior research on defining SCRES, identifying its antecedents, and building both intra- and inter-organizational capabilities has moved the field forward, but it is now time to be more radical as we prepare for inevitable future disruptions (Flynn et al., 2021). This requires research to be bold and innovative, developing new ways of thinking about SCRES.

Three ways in which researchers push the boundaries of SCRES scholarship are by building bridges to other fields of study; by making use of innovative research methods; and/or, by studying new or under-represented contexts. These three strands are discussed in further detail below to motivate manuscript submissions but are of course not the only ways in which researchers are advancing SCRES theory and practice.

Pushing the Boundaries of SCRES Research

Scholars can push the boundaries of SCRES research by building bridges to other fields of study within and beyond the business and management domain. Indeed, recent work on SCRES (e.g., Wieland et al., 2023) has sought to learn from the social-ecological systems view of resilience, but there is much scope to extend this work. For example, although Wieland et al. (2023) referred to three notions of resilience – resilience as persistence, adaptation, and transformation (see also Adobor & McMullen, 2018) – little is known about when and where one form of resilience may be more effective than another.

It is argued here that SCRES researchers can also learn from other fields such as political science, computer science, and international business. For example, the field of international business (e.g., Brnazei & Abdelnour, 2010; Henisz et al., 2010), and specifically the global value chains (GVCs) literature (e.g., Gereffi et al., 2022), may help to understand the increased vulnerabilities of supply chains to political risks and uncertainties, such as those linked to nationalism, protectionism, and geopolitical tensions. Similarly, knowledge from the field of organizational behaviour might help to advance SCRES insights by looking at (team) decision-making structures and processes (e.g., de Vries et al., 2022).

There is also potential to extend theory on SCRES by building connections with other SCM topics and decisions, including those linked to sustainability (Silva et al., 2023), Industry 4.0 adoption (Dubey et al., 2020), and lean operations (Eroglu & Hofer, 2011). This follows recent calls to adopt a more interconnected approach to supply chain management (Harland, 2021). In each of these areas, the relationship with resilience is not straightforward and requires further insights. For example, new technologies, such as additive manufacturing, blockchain, artificial intelligence, and the Internet of Things, can be a source of resilience, but they can also potentially introduce new vulnerabilities.

Scholars can also push the boundaries of SCRES research through the application of innovative methodological approaches. Much of the SCRES literature is dominated by a few traditional research methods (Tukamuhabwa et al., 2015). Further work using these approaches is encouraged; however, there is also scope to expand understanding by employing innovative research methods (e.g., Nikoogar et al., 2024). Indeed, there have been calls in *JSCM* for researchers to make greater use of configurational approaches (Ketchen et al., 2022), metaphors (Stephens et al., 2022), analogies (Gruner & Power, 2023), and necessary conditions (Bokrantz & Dul, 2023) to aid in the construction

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of supply chain theory. These fresh approaches could be an important means of making a leap forward in SCRES theory for tomorrow's world.

Meanwhile, scholars have called for research to make innovative use of new sources of quantitative and qualitative empirical data (e.g., Melnyk et al., 2018). One thing that the COVID-19 pandemic has created is an abundance of data of various forms, capturing how this global phenomenon has impacted lives and supply chains around the world. There is also a particular need for longitudinal studies on SCRES. The literature is currently dominated by retrospective and cross-sectional studies that tell us little about whether, for example, transformation lasts once the competitive environment returns to (the new) 'normal'. Such studies are also unable to identify slow transformations or incremental innovations that take place over time.

Finally, scholars can push the boundaries of SCRES research by studying new or under-represented contexts, including challenging and overlooked settings. Resilience is not a 'one-size-fits-all' concept, and context is known to be a key factor in SCRES (e.g., Seuring et al., 2022). For example, the type of threat, how it manifests, and how it is addressed can be affected by the cultural, political, and geographical context in which an operation or supply chain is embedded (e.g., Tukamuhabwa et al., 2017). Yet, the literature on SCRES is dominated by a few high-profile commercial industries, by a narrow set of geographical locations, particularly in North America and Western Europe, and rarely reaches the upstream end of global supply chains. For example, scholars have identified the lack of research on sourcing from Africa and the challenges of applying Western-oriented methods and theoretical constructs to under-represented contexts, thereby calling for a different approach (Kauppi et al., 2018; Reuber et al., 2022; Morris et al., 2023).

The resource constraints and infrastructure deficiencies that often characterize developing country contexts can make supply chains particularly susceptible to disruption but can also lead to innovation out of necessity (Weiss et al., 2011). This could present new opportunities for SCRES theory building. Further work on SCRES in humanitarian and temporary supply chains would also be valuable (Dube et al., 2022). More generally, there is much scope to broaden out the literature on SCRES, expanding the diversity of voices, extending the utility of theory, and helping to prepare some of the most vulnerable supply chain entities for the future.

Example Topic Areas

This special issue calls for bold, creative papers that push the boundaries of knowledge on SCRES and ultimately make a strong theoretical contribution. Specific research topics of interest include, but are not limited to, the following:

- Research that uses theory and insights from a cognate field of study, such as from the international business literature (e.g., Brnazei & Abdelnour, 2010; Henisz et al., 2010; Sharma et al., 2022), to reimagine the resilient supply chain.
- Research that takes a longitudinal perspective to investigate under what circumstances and over what time horizons supply chains reactively and/or proactively persist, adapt, or transform, and how.
- Research that looks specifically at resilience as transformation (Wieland et al., 2023) to understand the conditions under which organizations are prepared to radically rethink their business models

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and reconfigure their supply chains. This might also be linked to incremental versus radical innovations (Ambulkar et al., 2022).

- Research that improves understanding of the relationship between SCRES and other considerations of relevance to supply chain managers, including areas of tension and complementarity, e.g., sustainability, Industry 4.0, and lean, potentially informed by grand theory frames, such as paradox theory (see, e.g., Kocabasoglu Hillmer et al., 2023).
- Research that explores resilience across multi-tier supply chains, establishing how entities learn, recover, adapt, etc., how approaches differ between actors, and how this is coordinated across the supply chain.
- Research that focuses on supply chain learning from disruption (e.g., Scholten et al., 2019) or on knowledge transfer and retention as the footprint of an organization and its supply network changes over time (e.g., Reilly et al., 2023).
- Research that examines SCRES in response to non-routine events (Tippmann et al., 2012), disruptions, or exogenous shocks that often unfold in a dynamic, complex and international setting (e.g., Ciravegna et al., 2023).
- Research that employs novel theory frames to make sense of SCRES in particularly challenging application areas and in extreme or new geographical contexts, or that enhances existing theory frames to better reflect these contexts.
- Visionary research that looks at the long-term, big picture to anticipate future big challenges to supply chains and what this might mean for building SCRES.

Review Process and Timeline

JSCM is the journal of choice among supply chain management scholars, attracting high-quality, high-impact research focused on theory building. Submissions must meet the [aims and scope](#) of *JSCM* and will be subject to the normal rigorous double-blind peer review process.

The deadline for initial submissions to the *JSCM* submission [portal](#) is the **31st January 2025**. Submissions should clearly indicate that the manuscript is to be considered for the Special Issue “Supply chain resilience theory for tomorrow’s world”. Both submissions that make use of qualitative and quantitative empirical data are encouraged.

An online information session open to all will be held in May 2024. This is intended to aid authors in framing and drafting their manuscripts. Authors may wish to submit a 500-word paper proposal in advance to inform the content of the information session. Authors are also welcome to make informal enquiries at any time about their paper ideas to Mark Stevenson in the first instance – m.stevenson@lancaster.ac.uk

Authors invited to revise their manuscript will be invited to one of two paper development workshops (based on when reviewer feedback is received). These events will also take place online for maximum accessibility/inclusion. Note that attendance at these sessions is not a requirement for publication nor does attendance guarantee manuscript acceptance. Exact dates for these sessions will be confirmed nearer the time.

The special issue is expected to be published in April 2026.

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About the Special Issue Editors

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