

Conference 2021 05 - 07 Jul 2021





Improving Supply Chain Robustness & Resilience?

Lessons from a case study in the automotive industry during the first wave of Covid-19

Research questions:

RQ 1: is it beneficial to combine SC robustness & resilience?

RQ 2 : How might SC robustness & resilience be improved?

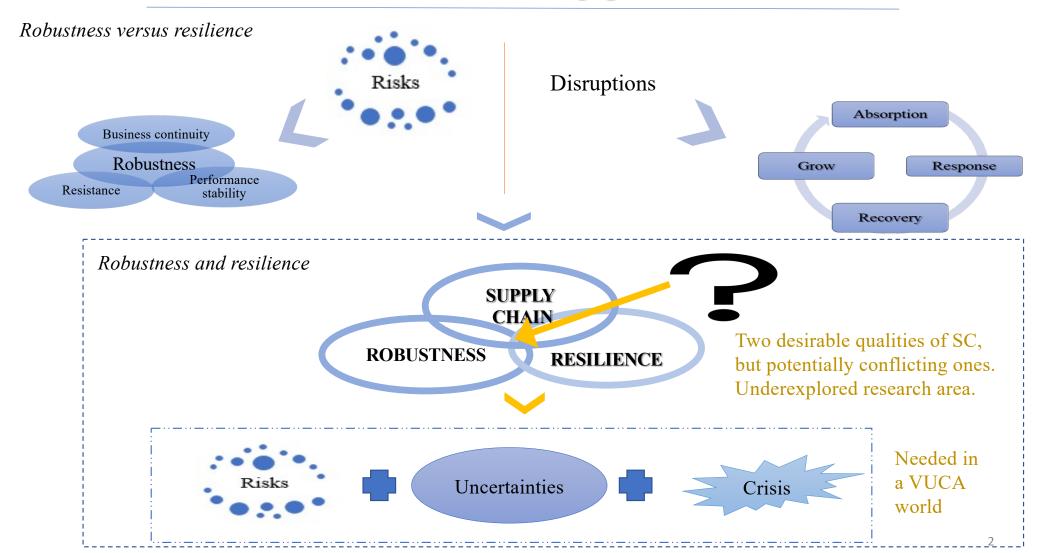


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Literature gap



Method

Large global French Single qualitative case study Method car manufacturer. Experience of crisis First wave Covid-19 Context Renault Group's Supply Chain The interviews were The case conducted right after the first wave! Kick-off conference on the 8th of October 2020 43 semi-structured interviews Data collection Key informants, involved in October-December 2020 SCM during the Covid-19 first wave SCRM and Covid-Respondents' perception of Combining and 19 crisis Interview guide improving SC Rob&Res SC Rob&Res management Respondent's characteristics: Most of them are from SC department Approach to data Interpretivist approach With diverse geographical scope At different hierarchical levels Some of them are involved in HR, IT, Recording / Transcription / Analysis with Nvivo / **Data Analysis** Quality... Double coding

Validity

Debrief conference with RG 13 April 2021

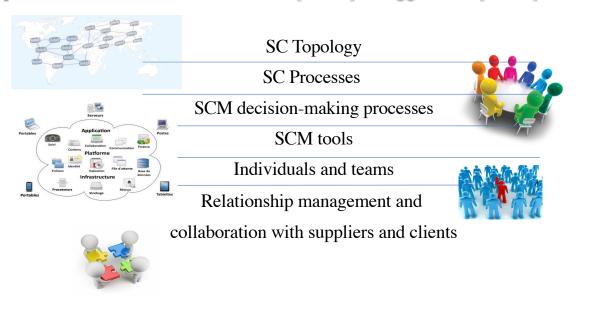
Key findings

Crisis management is in RG's DNA SC people are "good firemen!" Covid-19: *not* a usual crisis First wave: SC robust then resilient The SC has done the job!

RQ (1) SC robustness and resilience: valuable capabilities to combine

- Rich perception of robustness and resilience, coherent with definitions
- Clear distinction between SC robustness and resilience, relationships between the two
- SC robustness and resilience are not contradictory and both are necessary to face shocks [38/43]
- There are tradeoffs to consider when combining SC robustness and resilience [9/43]

RQ (2) Possible to improve SC robustness and resilience [36/43] + suggestions [32/43]



Contributions

Related to research questions explored

- Support a clear distinction between Rob&Res, and a complex approach to these concepts
- Argue in favor of combining Rob&Res to respond to a massive crisis
- Suggest combining different practices at different levels in a systemic way

Related to methodological aspects

- Usefulness of using Rob&Res conceptual lenses
- Clear but non-exhaustive definitions of the concepts forced the interviewees to position themselves in relation to the concepts => quality and reliability of collected data

Managerial implications

- Better understanding of what SC Rob&Res are and why it is useful to combine them
- Better understanding of the complexity and dynamics of SCM during a crisis
- Advise managers to be careful during the transition period between trying to stay robust and trying to be resilient