

## 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?**



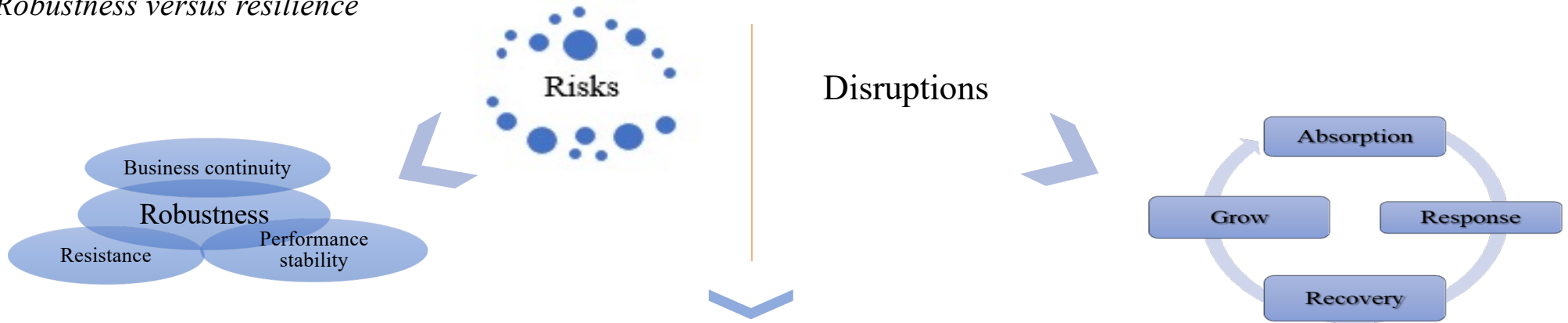
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*Yasmina ZIAD, PhD student*

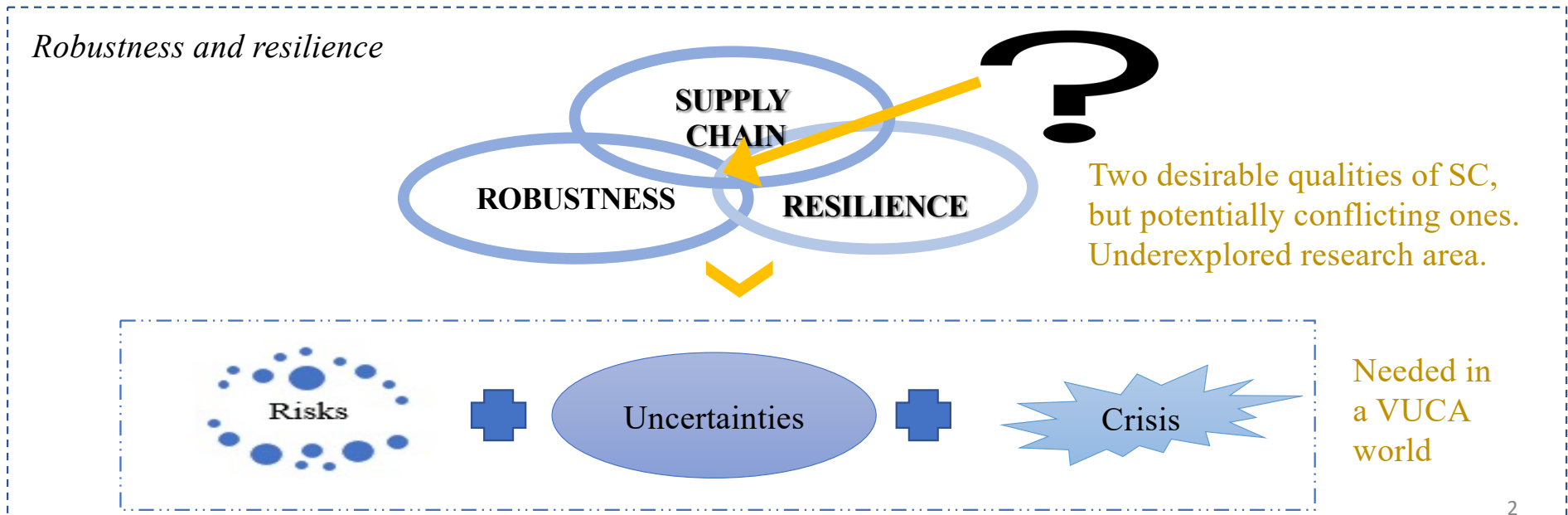
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# Literature gap

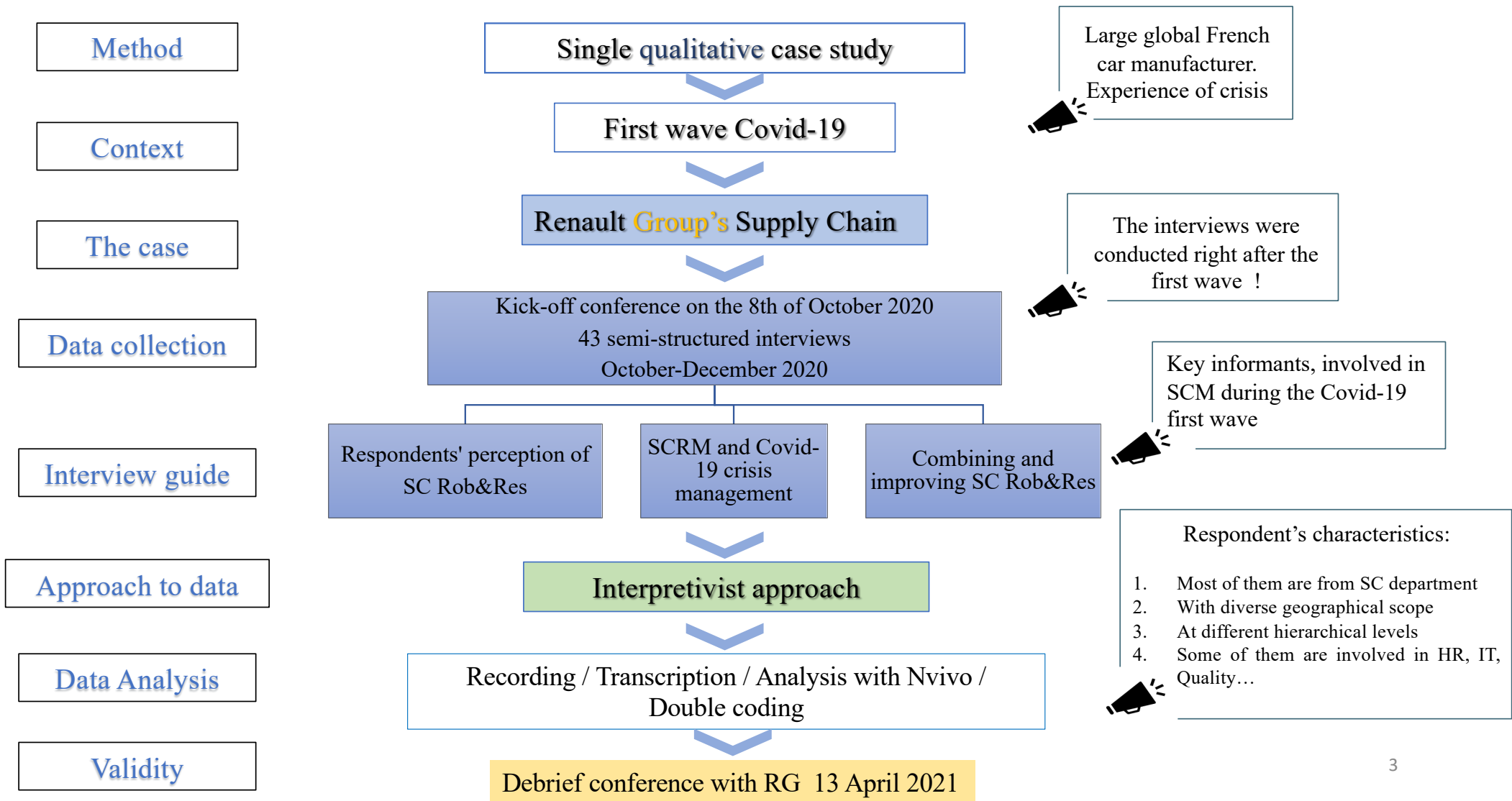
## Robustness versus resilience



## Robustness and resilience



# Method



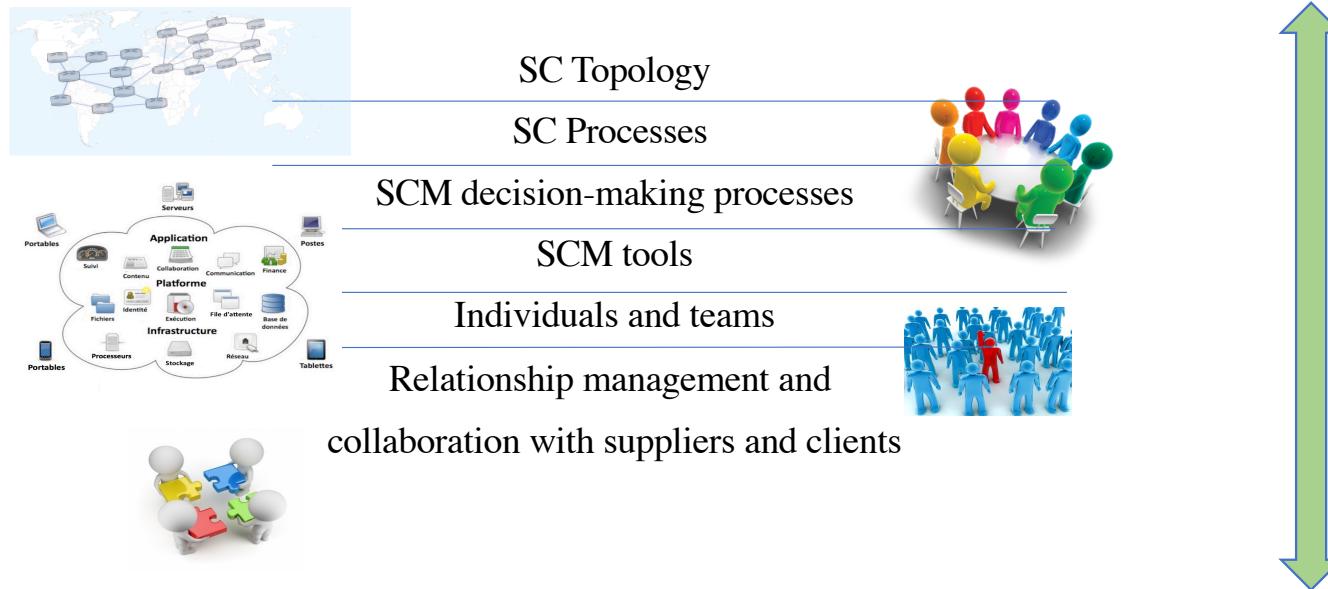
# Key findings

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