

Strategic Decision Making for a Resilient Supply Chain during a Pandemic

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Abstract—Due to the impact of the COVID-19 pandemic, many organizations experienced supply chain disruptions to various degrees. Due to the nature and magnitude of the pandemic, many commonly practiced supply chain practices became impractical, highlighting the importance of building up resilience in the supply chain network to enable them to operate effectively in uncertain conditions. In an organizational context, modern-day supply chains are prone to experience quick disruptions because of their inherent complexity. Due to the nature of the Sri Lankan economy, the scope of disruption to trade and the ripple effect of disruptions to associated industries would be different from those of developed nations. The objective of this study is to understand the concept of supply chain resilience and its applicability when facing a critical disruptive force such as a pandemic. A thorough literature review and interviews were conducted with leading FMCG companies in Sri Lanka to determine how supply chain resilience could be achieved by overcoming the most critical risks encountered during a pandemic. Based on the data collected, a conceptual framework was developed to support strategic decision-making to achieve supply chain resilience during high-impact low-frequency disruptions such as a pandemic.

Keywords—FMCG, mitigation strategies, supply chain disruptions, supply chain resilience