

---

# Guest editorial: Bridging the research-practice gaps in supply chain management: lessons from COVID-19

Guest editorial

1149

---

## 1. Introduction

The coronavirus disease 2019 (COVID-19) pandemic is one of the most impact events in recent decades that has caused severe global economic disruptions (Ivanov, 2020a, b; Dubey *et al.*, 2022). Pandemics of this magnitude are rare as only 1918 (H1N1 virus), 1957–1958 (H2N2 virus), and 1968 (H3N2 virus) caused severe disruptions. However, rapid changes in climate and rapid rise in the population raise further possibilities of pandemics in the near future. Hence, the lessons learnt from the recent COVID-19 pandemic can be useful for the entire humanity on several fronts. Supply chain managers have a lot of opportunities to relook at their existing supply chain designs and identify the weakest links that have caused unprecedented disruptions in lead times and order quantities, fragilities in network structures and severe demand fluctuations (Ivanov, 2020a; Ivanov and Dolgui, 2020). The outbreak of the COVID-19 virus and its global effects have shed light on the scope and scale of the cascading impacts on global supply chains (Choi, 2020). Gao and Ren (2020) argue that organizations need to adapt their supply chain design amid the COVID-19 pandemic and in light of future trade challenges. In totality, the COVID-19 virus has exposed several missing links in the global supply chains and the degree of preparation these organizations have made in response to such pandemics. Recently, some scholars have attempted to deepen our understanding related to the effects of the pandemic resulting from COVID-19 on global supply chains and their designs (Ivanov, 2020b; Currie *et al.*, 2020; Choi, 2020; Govindan *et al.*, 2020), yet most of these literature studies offer anecdotal evidence and lack theory grounded research.

## 2. Need for the special issue

There is an urgent need to understand the cascading effects of pandemics on global supply chain designs and new logistics and supply chain management skill sets to deal with a pandemic. Ketchen and Hult (2007) argue that organizational theories help differentiate traditional supply chains from best value chains. Following Ketchen and Hult (2007), operations and supply chain management scholars have shown an increasing trend toward using organizational theory to explain complex phenomena (see, Halldórsson *et al.*, 2015; Tang, 2016; Gunasekaran *et al.*, 2018). However, the COVID-19 pandemic has further raised new questions that need new approaches to explain (Craighead *et al.*, 2020). Hence, in response to the need to address some of these new research questions that the COVID-19 pandemic has raised in front of the supply chain managers, we organized a special issue (SI) to develop theoretical debates to broaden our understanding of supply chain management during the pandemic and how in future supply managers can tackle some of these challenges that the entire humanity faced following the COVID-19 crisis due to lack of adequate understanding of the nature of the problem and how to design supply chain for



The International Journal of  
Logistics Management  
Vol. 33 No. 4, 2022  
pp. 1149-1156  
© Emerald Publishing Limited  
0957-4093  
DOI 10.1108/IJLM-10-2022-600

---

such unprecedented crisis resulting from the COVID-19. Topics for this SI could include (but were not limited to):

- (1) Importance of agility, adaptability and alignment in global supply chains in the context of a pandemic.
- (2) Influence of supply chain skills gap for global supply chains management in the context of a pandemic.
- (3) Application of artificial intelligence and big data analytics capability in building collaboration among supply chain partners.
- (4) Resilience in global supply chains.
- (5) Applying cutting-edge tools and technologies such as artificial intelligence, drones, big data, and blockchain to improve visibility in global supply chains and build trust among global partners during a pandemic.
- (6) Capacity building and management in the context of a pandemic.
- (7) Behavioural supply chains.
- (8) Performance measures and metrics in use for supply chains during a pandemic situation.
- (9) Logistics in humanitarian operations and otherwise.
- (10) Information sharing and emerging technology adoption in global supply chains during the pandemic situation.
- (11) Total quality management in the global supply chain and logistics during a pandemic.
- (12) Costing in logistics and supply chains during a pandemic.

### 3. The submission of the articles

We were open to submission without any restrictions. We invited submissions that focused on advancing the theoretical debates concerning operations and the supply chain management field in the context of the pandemic. The contributors were encouraged to submit articles focussing on theory-driven research relying on empirical studies grounded in positivism or interpretivism philosophy (Gammelgaard, 2017). However, we have particularly motivated the authors to adopt a multi-methods approach to tackle the research questions (Boyer and Swink, 2008; Carter *et al.*, 2008).

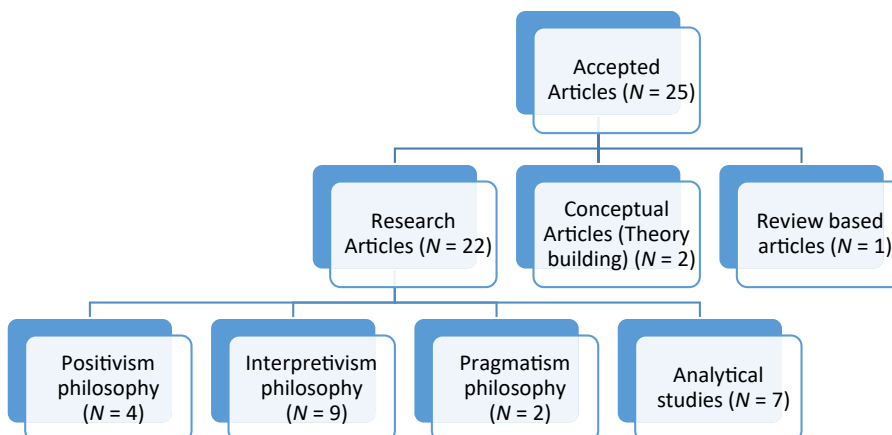
We received encouraging responses from operations and supply chain management scholars across the globe. The articles which do not meet the *International Journal of Logistics Management (IJLM)* criteria were desk rejected by the guest editor-in-chief. The articles that met the requirements of *IJLM* were sent to more than two referees with rich expertise in their field. After multiple rounds of extensive reviews, we finally accepted 25 articles. The SI is split into two volumes. This volume presents a literature review, a conceptual paper as well as contributions based on an interpretive and positivist foundation respectively. The next part that will appear in *IJLM* vol 34, no. 2, further presents a conceptual paper, analytical papers as well as papers based on a pragmatist research philosophy. In the following, we provide the synthesis of all twenty-five articles accepted in our S.I.

#### 4. Summary of contributions

Out of the accepted 25 articles (see [Figure 1](#)), there are 22 research articles. The 22 articles are further classified into 4 different categories. Based on the positivism philosophy, we have accepted four articles. The four articles are grounded in theory and the research hypotheses were tested using data (see, [Behl et al., 2021](#); [Ajmal et al., 2021](#); [Wagner et al., 2021](#); [Kumar and Chakraborty, 2022](#)). Based on the interpretivism philosophy, we have accepted nine articles. The authors have used qualitative interviews to derive their research propositions (see, [Shareef et al., 2021](#); [Modgil et al., 2021](#); [Ashraf et al., 2021](#); [Castka et al., 2021](#); [Klymenko and Halse, 2021](#); [Hohenstein, 2022](#); [Wagner et al., 2022](#); [Kohl et al., 2022](#); [Song et al., 2022](#)). Two articles based on pragmatism philosophy were accepted (see, [Nayal et al., 2021](#); [Kumari et al., 2021](#)). [Nayal et al. \(2021\)](#) adopted interpretive logic to develop a theoretical model and further validated the model using the ANP technique. In the second article, based on the pragmatism philosophy, [Kumari et al. \(2021\)](#) used qualitative interviews to develop the theoretical model and further tested it using cross-sectional data. Finally, we understand that the analytical-based articles have significantly contributed to advancing operations and the supply chain management field ([Boyer and Swink, 2008](#)) by solving problems. We accepted some relevant articles that may be useful for the practitioners based on analytical methods (see, [Zhang et al., 2021](#); [Paul et al., 2021](#); [Dohale et al., 2021](#); [Abdolazimi et al., 2021](#); [Mariappan et al., 2022](#); [Banik et al., 2022](#); [Yassine, 2022](#)).

We recognize the need for theory-driven conceptual articles in advancing operations and supply chain management. We accepted two articles that help advance the theoretical boundaries of supply chain disruption and the ways to mitigate the risk (see, [Ivanov, 2021](#); [Altay and Pal, 2022](#)). [Ivanov \(2021\)](#) provides food for thought for operations and supply chain management professionals to understand how A, U, R, A framework can help advance the theoretical understanding of supply chain resilience during the pandemic crisis. Furthermore, using coping theory, [Altay and Pal \(2022\)](#) provide a theoretical framework to understand the supply chain disruption and the ways to minimize the risk.

Finally, the importance of review-based articles cannot be ignored as we know that the literature review helps identify the potential research gaps and provide future research agenda that motivates scholars to shape their research strategies. Furthermore, the literature review also provides practitioners and policymakers with an overview of the field. We accepted one review article (see, [Mavi et al., 2022](#)) that provides in-depth insight into innovation in transportation in response to the COVID-19 crisis.



**Figure 1.**  
Taxonomy of accepted publications

## 5. Future research agenda

We based our discussions on 25 accepted articles. The objective of the SI was to attract papers that help broaden the understanding of supply chain management theories in the context of the pandemic. We all know how the COVID-19 crisis has changed business models, and technology has gained significant momentum during the pandemic. Moreover, in the past, operations and supply chain management scholars have heavily relied on a few popular organizational theories such as resource-based theory (see, [Hitt et al., 2016](#)), institutional theory ([Kauppi, 2013](#)), relational view ([Dyer and Singh, 1998](#); [Chen and Paulraj, 2004](#); [Chen et al., 2013](#); [Moshtari, 2016](#)), resource dependence theory ([Handfield, 1993](#); [Singh et al., 2011](#); [Jajja et al., 2016](#)) and information processing theory ([Srinivasan and Swink, 2018](#); [Dubey et al., 2021](#)). However, we note that the COVID-19 crisis has presented a different level of challenges that have not only contained the mobility of human beings to avoid the spread of the virus, but it has also created huge resource constraints, especially in developing and developed economies. The post-COVID era is far more difficult, and the supply chain design must help alleviate poverty, reduce social inequality and create more employment opportunities for jobless people. Hence, competitive advantage theories such as a resource-based view or dynamic capability view, or transaction cost economics theory alone do not help explain the realities. Thus, future research must help address the following questions:

- RQ1. What are the enablers and barriers of the frugal supply chain? (see, [Dubey et al., 2022](#))
- RQ2. What are the enablers and barriers of visibility in healthcare supply chains? ([Govindan et al., 2020](#))
- RQ3. How do national and organizational cultures shape supply chain designs to tackle unprecedented crises? ([Gupta and Gupta, 2019](#); [Gupta et al., 2021](#))
- RQ4. How can AI-driven technology help tackle social inequalities and corruption in societies? ([Fosso Wamba et al., 2021a, b](#); [Galetsi et al., 2022](#))
- RQ5. How can AI and firm resilience help improve supply chain disruptions issues and enhance firm performance? ([Sullivan and Fosso Wamba, 2022](#))
- RQ6. How can emerging technologies tackle governance issues in the global supply chains? ([Sodhi and Tang, 2021](#))

Besides some of these questions, it is also recommended that future organizational scholars can develop their own theories relevant to the operations and supply chain management field ([Bromiley and Rau, 2016](#); [Fosso Wamba et al., 2021a, b](#); [Dubey et al., 2022](#)). Furthermore, how organizations can assimilate emerging technologies (see, [Fosso Wamba, 2022](#)) to tackle complex issues resulting from crises or disasters ([Queiroz et al., 2020](#)). We hope that our SI opens new avenues for research that may help advance the operations and supply chain management field to the next level.

**Samuel Fosso Wamba**

*TBS Business School, Toulouse, France*

**Rameshwar Dubey**

*Montpellier Business School, Montpellier, France and*

*Liverpool Business School, Liverpool John Moores University, Liverpool, UK*

**David J. Bryde**

*Liverpool Business School, Liverpool John Moores University, Liverpool, UK*

## References

- Abdolazimi, O., Esfandarani, M.S., Salehi, M., Shishebori, D. and Shakhsi-Niaei, M. (2021), "Development of sustainable and resilient healthcare and non-cold pharmaceutical distribution supply chain for COVID-19 pandemic: a case study", *The International Journal of Logistics Management*. doi: [10.1108/IJLM-04-2021-0232](https://doi.org/10.1108/IJLM-04-2021-0232).
- Ajmal, M.M., Khan, M., Shad, M.K., AlKatheeri, H. and Jabeen, F. (2021), "Socio-economic and technological new normal in supply chain management: lessons from COVID-19 pandemic", *The International Journal of Logistics Management*, Vol. 33 No. 4, pp. 1474-1499. doi: [10.1108/IJLM-04-2021-0231](https://doi.org/10.1108/IJLM-04-2021-0231).
- Altay, N. and Pal, R. (2022), "Coping in supply chains: a conceptual framework for disruption management", *The International Journal of Logistics Management*. doi: [10.1108/IJLM-05-2021-0305](https://doi.org/10.1108/IJLM-05-2021-0305).
- Ashraf, M.H., Yalcin, M.G., Zhang, J. and Ozpolat, K. (2021), "Is the US 3PL industry overcoming paradoxes amid the pandemic?", *The International Journal of Logistics Management*, Vol. 33 No. 4, pp. 1269-1293. doi: [10.1108/IJLM-02-2021-0110](https://doi.org/10.1108/IJLM-02-2021-0110).
- Banik, D., Hossain, N.U.I., Govindan, K., Nur, F. and Babski-Reeves, K. (2022), "A decision support model for selecting unmanned aerial vehicle for medical supplies: context of COVID-19 pandemic", *The International Journal of Logistics Management*. doi: [10.1108/IJLM-06-2021-0334](https://doi.org/10.1108/IJLM-06-2021-0334).
- Behl, A., Dong, N.T., Thu, N.H. and Dewani, P.P. (2021), "Social capital in agribusiness: an exploratory investigation from a supply chain perspective during the COVID-19 crisis", *The International Journal of Logistics Management*, Vol. 33 No. 4, pp. 1437-1473. doi: [10.1108/IJLM-01-2021-0039](https://doi.org/10.1108/IJLM-01-2021-0039).
- Boyer, K.K. and Swink, M.L. (2008), "Empirical elephants—why multiple methods are essential to quality research in operations and supply chain management", *Journal of Operations Management*, Vol. 26 No. 3, pp. 338-344.
- Carter, C.R., Sanders, N.R. and Dong, Y. (2008), "Paradigms, revolutions, and tipping points: the need for using multiple methodologies within the field of supply chain management★", *Journal of Operations Management*, Vol. 26 No. 6, pp. 693-696.
- Castka, P., Zhao, X., Bremer, P., Wood, L.C. and Miroso, M. (2021), "Supplier audits during COVID-19: a process perspective on their transformation and implications for the future", *The International Journal of Logistics Management*, Vol. 33 No. 4, pp. 1294-1314. doi: [10.1108/IJLM-05-2021-0302](https://doi.org/10.1108/IJLM-05-2021-0302).
- Chen, I.J. and Paulraj, A. (2004), "Towards a theory of supply chain management: the constructs and measurements", *Journal of Operations Management*, Vol. 22 No. 2, pp. 119-150.
- Chen, D.Q., Preston, D.S. and Xia, W. (2013), "Enhancing hospital supply chain performance: a relational view and empirical test", *Journal of Operations Management*, Vol. 31 No. 6, pp. 391-408.
- Choi, T.M. (2020), "Innovative 'bring-service-near-your-home' operations under corona-virus (COVID-19/SARS-CoV-2) outbreak: can logistics become the Messiah?", *Transportation Research Part E: Logistics and Transportation Review*, 101961.
- Craighead, C.W., Ketchen, D.J. Jr and Darby, J.L. (2020), "Pandemics and supply chain management research: toward a theoretical toolbox", *Decision Sciences*, Vol. 51 No. 4, pp. 838-866.
- Currie, C.S., Fowler, J.W., Kotiadis, K., Monks, T., Onggo, B.S., Robertson, D.A. and Tako, A.A. (2020), "How simulation modelling can help reduce the impact of COVID-19", *Journal of Simulation*, pp. 1-15.

- Dohale, V., Verma, P., Gunasekaran, A. and Ambilkar, P. (2021), "COVID-19 and supply chain risk mitigation: a case study from India", *The International Journal of Logistics Management*, doi: [10.1108/IJLM-04-2021-0197](https://doi.org/10.1108/IJLM-04-2021-0197).
- Dubey, R., Gunasekaran, A., Childe, S.J., Fosso Wamba, S., Roubaud, D. and Foropon, C. (2021), "Empirical investigation of data analytics capability and organizational flexibility as complements to supply chain resilience", *International Journal of Production Research*, Vol. 59 No. 1, pp. 110-128.
- Dubey, R., Bryde, D.J., Foropon, C., Tiwari, M. and Gunasekaran, A. (2022), "How frugal innovation shape global sustainable supply chains during the pandemic crisis: lessons from the COVID-19", *Supply Chain Management*, Vol. 27 No. 2, pp. 295-311.
- Dyer, J.H. and Singh, H. (1998), "The relational view: cooperative strategy and sources of interorganizational competitive advantage", *Academy of Management Review*, Vol. 23 No. 4, pp. 660-679.
- Fosso Wamba, S. (2022), "Impact of artificial intelligence assimilation on firm performance: the mediating effects of organizational agility and customer agility", *International Journal of Information Management*, Vol. 67, 102544.
- Fosso Wamba, S., Bawack, R.E., Guthrie, C., Queiroz, M.M. and Carillo, K.D.A. (2021a), "Are we preparing for a good AI society? A bibliometric review and research agenda", *Technological Forecasting and Social Change*, Vol. 164, 120482, doi: [10.1016/j.techfore.2020.120482](https://doi.org/10.1016/j.techfore.2020.120482).
- Fosso Wamba, S., Queiroz, M.M., Guthrie, C. and Braganza, A. (2021b), "Industry experiences of artificial intelligence (AI): benefits and challenges in operations and supply chain management", *Production Planning and Control*, pp. 1-13, doi: [10.1080/09537287.2021.1882695](https://doi.org/10.1080/09537287.2021.1882695).
- Galetsis, P., Katsaliaki, K. and Kumar, S. (2022), "The medical and societal impact of big data analytics and artificial intelligence applications in combating pandemics: a review focused on Covid-19", *Social Science and Medicine*, 114973.
- Gammelgaard, B. (2017), "Editorial: the qualitative case study", *The International Journal of Logistics Management*, Vol. 28 No. 4, pp. 910-913.
- Gao, H. and Ren, M. (2020), "Overreliance on China and dynamic balancing in the shift of global value chains in response to global pandemic COVID-19: an Australian and New Zealand perspective", *Asian Business and Management*, pp. 1-5, doi: [10.1057/s41291-020-00121-3](https://doi.org/10.1057/s41291-020-00121-3).
- Govindan, K., Mina, H. and Alavi, B. (2020), "A decision support system for demand management in healthcare supply chains considering the epidemic outbreaks: a case study of coronavirus disease 2019 (COVID-19)", *Transportation Research Part E: Logistics and Transportation Review*, 101967.
- Gunasekaran, A., Dubey, R., Fosso Wamba, S., Papadopoulos, T., Hazen, B.T. and Ngai, E.W. (2018), "Bridging humanitarian operations management and organisational theory", *International Journal of Production Research*, Vol. 56 No. 21, pp. 6735-6740.
- Gupta, M. and Gupta, S. (2019), "Influence of national cultures on operations management and supply chain management practices—a research agenda", *Production and Operations Management*, Vol. 28 No. 11, pp. 2681-2698.
- Gupta, M., Shoja, A. and Mikalef, P. (2021), "Toward the understanding of national culture in the success of non-pharmaceutical technological interventions in mitigating COVID-19 pandemic", *Annals of Operations Research*, pp. 1-18, doi: [10.1007/s10479-021-03962-z](https://doi.org/10.1007/s10479-021-03962-z).
- Halldórsson, A., Hsuan, J. and Kotzab, H. (2015), "Complementary theories to supply chain management revisited – from borrowing theories to theorizing", *Supply Chain Management: An International Journal*, Vol. 20 No. 6, pp. 574-586.
- Handfield, R.B. (1993), "A resource dependence perspective of just-in-time purchasing", *Journal of Operations Management*, Vol. 11 No. 3, pp. 289-311.
- Hitt, M.A., Xu, K. and Carnes, C.M. (2016), "Resource based theory in operations management research", *Journal of Operations Management*, Vol. 41, pp. 77-94.

- Hohenstein, N.O. (2022), "Supply chain risk management in the COVID-19 pandemic: strategies and empirical lessons for improving global logistics service providers' performance", *The International Journal of Logistics Management*, Vol. 33 No. 4, pp. 1336-1365. doi: [10.1108/IJLM-02-2021-0109](https://doi.org/10.1108/IJLM-02-2021-0109).
- Ivanov, D. (2020a), "Predicting the impacts of epidemic outbreaks on global supply chains: a simulation-based analysis on the coronavirus outbreak (COVID-19/SARS-CoV-2) case", *Transportation Research Part E: Logistics and Transportation Review*, Vol. 136, 101922.
- Ivanov, D. (2020b), "Viable supply chain model: integrating agility, resilience and sustainability perspectives—lessons from and thinking beyond the COVID-19 pandemic", *Annals of Operations Research*. doi: [10.1007/s10479-020-03640-6](https://doi.org/10.1007/s10479-020-03640-6).
- Ivanov, D. (2021), "Lean resilience: AURA (Active Usage of Resilience Assets) framework for post-COVID-19 supply chain management", *The International Journal of Logistics Management*, Vol. 33 No. 4, pp. 1196-1217. doi: [10.1108/IJLM-11-2020-0448](https://doi.org/10.1108/IJLM-11-2020-0448).
- Ivanov, D. and Dolgui, A. (2020), "Viability of intertwined supply networks: extending the supply chain resilience angles towards survivability. A position paper motivated by the COVID-19 outbreak", *International Journal of Production Research*, Vol. 58 No. 10, pp. 2904-2915.
- Jajja, M.S.S., Kannan, V.R., Brah, S.A. and Hassan, S.Z. (2016), "Linkages between firm innovation strategy, suppliers, product innovation, and business performance: insights from resource dependence theory", *International Journal of Operations and Production Management*, Vol. 37 No. 8, pp. 1054-1075.
- Kauppi, K. (2013), "Extending the use of institutional theory in operations and supply chain management research: review and research suggestions", *International Journal of Operations and Production Management*, Vol. 33 No. 10, pp. 1318-1345.
- Ketchen, D. and Hult, G.T.M. (2007), "Bridging organization theory and supply chain management: the case of best value supply chains", *Journal of Operations Management*, Vol. 25 No. 2, pp. 573-580.
- Klymenko, O. and Halse, L.L. (2021), "Sustainability practices during COVID-19: an institutional perspective", *The International Journal of Logistics Management*, Vol. 33 No. 4, pp. 1315-1335. doi: [10.1108/IJLM-05-2021-0306](https://doi.org/10.1108/IJLM-05-2021-0306).
- Kohl, M., Habl, A., Kallali, K., Puff, J., Fottner, J., Oger, R., . . . and Li, J. (2022), "Managing supply chains during the Covid-19 crisis: synthesis of academic and practitioner visions and recommendations for the future", *The International Journal of Logistics Management*, Vol. 33 No. 4, pp. 1386-1407. doi: [10.1108/IJLM-07-2021-0375](https://doi.org/10.1108/IJLM-07-2021-0375).
- Kumar, P. and Chakraborty, S. (2022), "Green service production and environmental performance in healthcare emergencies: role of big-data management and green HRM practices", *The International Journal of Logistics Management*, Vol. 33 No. 4, pp. 1524-1548. doi: [10.1108/IJLM-02-2021-0075](https://doi.org/10.1108/IJLM-02-2021-0075).
- Kumari, S., Venkatesh, V.G., Deakins, E., Mani, V. and Kamble, S. (2021), "Agriculture value chain sustainability during COVID-19: an emerging economy perspective", *The International Journal of Logistics Management*. doi: [10.1108/IJLM-04-2021-0247](https://doi.org/10.1108/IJLM-04-2021-0247).
- Mariappan, M.B., Devi, K., Venkataraman, Y., Lim, M.K. and Theivendren, P. (2022), "Using AI and ML to predict shipment times of therapeutics, diagnostics and vaccines in e-pharmacy supply chains during COVID-19 pandemic", *The International Journal of Logistics Management*. doi: [10.1108/IJLM-05-2021-0300](https://doi.org/10.1108/IJLM-05-2021-0300).
- Mavi, R.K., Mavi, N.K., Olaru, D., Biermann, S. and Chi, S. (2022), "Innovations in freight transport: a systematic literature evaluation and COVID implications", *The International Journal of Logistics Management*, Vol. 33 No. 4, pp. 1157-1195. doi: [10.1108/IJLM-07-2021-0360](https://doi.org/10.1108/IJLM-07-2021-0360).
- Modgil, S., Singh, R.K. and Hannibal, C. (2021), "Artificial intelligence for supply chain resilience: learning from Covid-19", *The International Journal of Logistics Management*, Vol. 33 No. 4, pp. 1246-1268. doi: [10.1108/IJLM-02-2021-0094](https://doi.org/10.1108/IJLM-02-2021-0094).

- Moshtari, M. (2016), "Inter-organizational fit, relationship management capability, and collaborative performance within a humanitarian setting", *Production and Operations Management*, Vol. 25 No. 9, pp. 1542-1557.
- Nayal, K., Raut, R.D., Queiroz, M.M., Yadav, V.S. and Narkhede, B.E. (2021), "Are artificial intelligence and machine learning suitable to tackle the COVID-19 impacts? An agriculture supply chain perspective", *The International Journal of Logistics Management*. doi: [10.1108/IJLM-01-2021-0002](https://doi.org/10.1108/IJLM-01-2021-0002).
- Paul, S.K., Chowdhury, P., Chowdhury, M.T., Chakraborty, R.K. and Moktadir, M.A. (2021), "Operational challenges during a pandemic: an investigation in the electronics industry", *The International Journal of Logistics Management*, Vol. 33 No. 4, pp. 1218-1245. doi: [10.1108/IJLM-05-2021-0307](https://doi.org/10.1108/IJLM-05-2021-0307).
- Queiroz, M.M., Ivanov, D., Dolgui, A. and Fosso Wamba, S. (2020), "Impacts of epidemic outbreaks on supply chains: mapping a research agenda amid the COVID-19 pandemic through a structured literature review", *Annals of Operations Research*, pp. 1-38, doi: [10.1007/s10479-020-03685-7](https://doi.org/10.1007/s10479-020-03685-7).
- Shareef, M.A., Dwivedi, Y., Ahmed, J.U., Kumar, U. and Mahmud, R. (2021), "Stakeholders conflict and private-public partnership chain (PPPC): supply chain of perishable product", *The International Journal of Logistics Management*, Vol. 33 No. 4, pp. 1218-1445. doi: [10.1108/IJLM-12-2020-0486](https://doi.org/10.1108/IJLM-12-2020-0486).
- Singh, P.J., Power, D. and Chuong, S.C. (2011), "A resource dependence theory perspective of ISO 9000 in managing organizational environment", *Journal of Operations Management*, Vol. 29 Nos 1-2, pp. 49-64.
- Sodhi, M.S. and Tang, C.S. (2021), "Supply chain management for extreme conditions: research opportunities", *Journal of Supply Chain Management*, Vol. 57 No. 1, pp. 7-16.
- Song, M., Ma, X., Zhao, X. and Zhang, L. (2022), "How to enhance supply chain resilience: a logistics approach", *The International Journal of Logistics Management*, Vol. 33 No. 4, pp. 1408-1436. doi: [10.1108/IJLM-04-2021-0211](https://doi.org/10.1108/IJLM-04-2021-0211).
- Srinivasan, R. and Swink, M. (2018), "An investigation of visibility and flexibility as complements to supply chain analytics: an organizational information processing theory perspective", *Production and Operations Management*, Vol. 27 No. 10, pp. 1849-1867.
- Sullivan, W.Y. and Fosso Wamba, S. (2022), "Artificial intelligence, firm resilience to supply chain disruptions, and firm performance HICSS", *Virtual Event*, Maui, available at: <http://hdl.handle.net/10125/80059>
- Tang, C.S. (2016), "O.M. Forum—Making O.M. Research more relevant: 'why?' and 'how?'", *Manufacturing and Service Operations Management*, Vol. 18 No. 2, pp. 178-183.
- Wagner, S.M., Bode, C. and Peter, M.A. (2021), "Financially distressed suppliers: exit, neglect, voice or loyalty?", *The International Journal of Logistics Management*, Vol. 33 No. 4, pp. 1500-1523. doi: [10.1108/IJLM-02-2021-0127](https://doi.org/10.1108/IJLM-02-2021-0127).
- Wagner, S.M., Tabaklar, T. and Seifert, L. (2022), "HumOSCM for pandemic response", *The International Journal of Logistics Management*, Vol. 33 No. 4, pp. 1366-1385. doi: [10.1108/IJLM-06-2021-0345](https://doi.org/10.1108/IJLM-06-2021-0345).
- Yassine, N. (2022), "Inventory planning under supplier uncertainty in a two-level supply chain", *The International Journal of Logistics Management*. doi: [10.1108/IJLM-02-2021-0104](https://doi.org/10.1108/IJLM-02-2021-0104).
- Zhang, Z.J., Srivastava, P.R., Eachempati, P. and Yu, Y. (2021), "An intelligent framework for analyzing supply chain resilience of firms in China: a hybrid multicriteria approach", *The International Journal of Logistics Management*. doi: [10.1108/IJLM-11-2020-0452](https://doi.org/10.1108/IJLM-11-2020-0452).