**Atelier : « Résilience et *supply chain management* à l’international »**

Jennifer Lazzeri Gracia-Campo, Yuan Yao, Laurence Saglietto

Les crises engendrent des situations complexes de gestion des flux (physiques, informationnels et financiers) comme en témoigne la pandémie de la COVID 19. Le management des chaînes logistiques transcendent les frontières des organisations et s’inscrit à l’échelle planétaire.

Les logisticiens avancent que le management d’une *supply chain* à l’occurrence d’une perturbation nécessite, en toutes circonstances, de faire preuve de résilience, c’est-à-dire d’être capable de revenir à un point initial qui permette de conserver un niveau constant d’efficience et d’efficacité quelques soient la rareté des circonstances (Christopher et Peck, 2004, Waters, 2011, Sabahi, et Parast, 2020, Herold et al. 2021), ou de développer de nouvelles compétences pour mieux affronter de futures perturbations (Chevreau et Wybo 2007, Lengnick et al., 2011). Les chaînes logistiques des organisations ont donc besoin d’une résilience collective, souvent considérée comme une capacité adaptative et dynamique (Ponomarov et Holcomb, 2009, Kim, et al., 2015, Yao et Fabbe-Costes 2018). En effet, les organisations les plus résilientes sont celles dont les chaînes logistiques mondialisées ont été d’abord résistantes, puis ont fait preuve d’adaptation proactive, en repensant et en innovant leur chaîne globale et enfin ont été capables de se renouveler. Dans cette évolution, les organisations sont aidées par la digitalisation qui contribue au renforcement de la continuité des chaînes logistiques, tout en améliorant la visibilité des données (historique et temps réel) de bout en bout.

Au niveau international, la résilience est aussi synonyme de viabilité (Ivanov, 2021), *responsiveness*, d’agilité, de vulnérabilité et de *supply chain risk management* (Norrman et Wieland 2020, Scholten et al. 2019, Hendry et al., 2019, Ali et Golgeci 2019).

Pour débattre, avec le plus grand nombre d’entre vous sur la thématique de la résilience des chaînes logistiques, cet atelier souhaite recueillir des communications de synthèse, comparaisons, réflexions et propositions, tant théoriques que pratiques.

Thématiques envisagées :

* Conceptualisation et mesure de la résilience des *supply chains* internationales
* Quels systèmes d’information pour assurer une résilience des chaînes logistiques globales ?
* Comment la résilience de la *supply chain* permet-elle de répondre aux demandes de visibilité et de traçabilité des biens et services de clients devenus rois ?
* La résilience des *supply chains* peut-elle compter sur la digitalisation dans sa quête d’évolution ?
* La résilience de la *supply chain* est-elle compatible avec le développement durable ?
* L’application de la résilience et/ou d’autres concepts dans le *supply chain* *management*, par exemple la viabilité, l’agilité, la vulnérabilité, la robustesse
* Les leçons de la logistique internationale pendant le Covid-19 et l’anticipation des futures perturbations

Toute autre proposition, contribuant à réaliser un bilan, est la bienvenue.

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**Track: "Resilience and international supply chain management”**

Jennifer Lazzeri Gracia-Campo, Yuan Yao, Laurence Saglietto

The COVID 19 pandemic crises generate complex situations of flow management (physical, information and financial). The supply chain management transcends the borders of organizations and attracts attention on a global scale.

Logisticians argue that the management of a supply chain during crisis requires, in all circumstances, the resilience, i.e. the ability to return to an initial state to keep a constant level of efficiency and effectiveness regardless of the severity of circumstances (Christopher and Peck, 2004, Waters, 2011, Sabahi and Parast, 2020, Herold et al. 2021), or to develop new competences in order to better cope with future disruptions (Chevreau and Wybo 2007, Lengnick et al., 2011). Therefore, organization’s supply chains need a collective resilience, often seen as an adaptive and dynamic capability (Ponomarov and Holcomb, 2009, Kim, et al., 2015, Yao and Fabbe-Costes 2018). Indeed, the most resilient organizations are those whose globalized supply chains were initially resilient, then proactively adaptive, by rethinking and innovating their global chain and finally able to renew themselves. In this evolution, organizations are helped by the digitalization which contributes to strengthening the continuity of supply chains, while improving end-to-end data visibility (historical and real time).

In the academic literature, resilience is often a synonymous of viability (Ivanov, 2021), responsiveness, agility, vulnerability, and supply chain risk management (Norman and Wieland 2020, Scholten et al. 2019, Hendry et al., 2019, Ali and Golgeci 2019).

In order to facilitate the debate among as many as possible your different opinions on the topic of international supply chain resilience, this workshop aims to collect synthesis papers, comparative studies, reflections and proposals, both theoretical and practical.

Propositions of topics:

- The conceptualization and measurement of the resilience of international supply chain(s)

- Which information systems can help to ensure the resilience of global supply chains?

- How can supply chain resilience meet the demands for visibility and traceability of goods and services from customers who have become kings?

- Can supply chain resilience rely on the digitalization in its request for evolution?

- Is supply chain resilience compatible with sustainable development?

- The application of resilience and/or other concepts in supply chain management, e.g. viability, agility, vulnerability, robustness

- Lessons from international logistics during Covid-19 and anticipating future disruptions

We welcome any other proposal that would contribute to the assessment of this topic.

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**Taller: «Resiliencia y supply chain managament a nivel internacional»**

Jennifer Lazzeri Gracia-Campo, Yuan Yao, Laurence Saglietto

Las crisis llevan a situaciones complejas de gestión de flujos (físicos, información y financieros) como lo vemos en la pandemia del COVID 19. El manejo de las cadenas logísticas trasciende las fronteras de las organizaciones y atrae la atención a escala global.

Los logísticos argumentan que el manejo de una supply chain en el caso de una perturbación necesita, en todas circunstancias, demostrar una resiliencia, es decir ser capaz de regresar a un punto inicial que permite conservar un nivel constante de eficacia y eficiencia en cualquiera de las menores circunstancias (christopher y Peck, 2004, Waters, 2011, Sabahi y Parast, 2020, Heroldy al 2021), o desarrollar nuevas competencias para mejor enfrentar futuras perturbaciones (chevreau y Wybo 2007, Lengnick y al, 2011). Las cadenas logísticas de las organizaciones necesitan en efecto una resiliencia colectiva, en la mayoría considerada como una capacidad de adaptación y dinámica (Pomomarov y Holcomb 2009, Kim, y al, 2015, Yao y Fabbe-Costes 2018). En efecto, las organizaciones más resilientes son aquellas cadenas logísticas mundializadas fueron primero resistentes, y demostraron una adaptación proactiva, volviendo a pensar y a innovar su cadena global y al final ser capaces de renovarse. Dentro de esta evolución, las organizaciones fueron apoyadas por la digitalización quien contribuye al refuerzo de la continuidad de las cadenas logísticas, pero al mismo tiempo mejorando la visibilidad de los datos (histórico y en tiempo real) de principio a fin.

A nivel internacional, la resiliencia es también sinónimo de viabilidad (Ivanov, 2021), sensibilidad, agilidad, vulnerabilidad y de supply chain risk management (Norman y Wieland 2020, Scholten y al. 2019, Hendry y al, 2019, Ali y Golgeci 2019).

Para debatir, con la mayoridad de ustedes sobre la temática de la resiliencia de las cadenas logísticas, este taller tiene como objetivo recopilar trabajos de síntesis, estudios comparativos, reflexiones y propuestas, tanto teóricas como prácticas.

Algunas temáticas:

* Conceptualizaciones y medida de la resiliencia de los supply chain internacionales
* ¿Qué sistemas de información pueden asegurar una resiliencia de las cadenas logísticas globales?
* ¿Como la resiliencia de la supply chain permite responder a las demandas de visibilidad y trazabilidad des los bienes y servicios a clientes quienes se han convertido en reyes?
* ¿Puede la resiliencia de los supply chain contar con la digitalización en su búsqueda de la evolución?
* ¿Es la resiliencia de los supply chain compatible con el desarrollo sostenible?
* La aplicación de la resiliencia y/o otros conceptos en el supply chain management, por ejemplo, la viabilidad, la agilidad, la vulnerabilidad, la robustez.
* Los aprendizajes de la logística internacional durante el Covid-19 y la anticipación de las futuras perturbaciones.

Cualquier otra propuesta, que contribuya a la realización de un balance es bienvenida.

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