

**ANALYZING THE IMPACT OF SUPPLY CHAIN
RESILIENCE ON ORGANIZATIONAL
PERFORMANCE: A CASE STUDY IN THE
TELECOMMUNICATION INDUSTRY IN SRI LANKA**

Sachithra Gimhani

218447C

Degree of Master of Business Administration in Supply Chain
Management

Department of Transport Management & Logistics Engineering

University of Moratuwa

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Weerakkutti Arachchige Sachithra Gimhani

218447C

Thesis/Dissertation submitted in partial fulfillment of the requirements
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Declaration of the Candidate & the Supervisor

I declare that this is my own work and this thesis/dissertation does not incorporate without acknowledgment any material previously submitted for a Degree or Diploma in any other University or institute of higher learning and to the best of my knowledge and belief it does not contain any material previously published or written by another person except where the acknowledgment is made in the text.

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Name of the supervisor: Dr. Biman Hettiarachchi

Signature of the supervisor:

Date: 26/08/2024

Abstract

Supply chain resilience (SCR) has become a critical aspect of organizational operations to withstand various disruptions. While numerous studies have highlighted the importance of supply chain resilience, more research is needed on how it can impact organizational performance. This study investigates how supply chain resilience strategies can impact organizational performance in the telecommunication industry in Sri Lanka by employing a single case study approach. Based on the findings of 16 semi-structured interviews, the study analyzed the perspectives on eleven (11) proactive and reactive supply chain resilience strategies and their impact on seven (7) organizational performance measures. The analysis highlighted that only three (3) organizational performance measures including profit margin on investment, growth in return on investment, and overall competitive position were impacted by the supply chain resilience strategies. Moreover, the results highlighted that achieving an overall competitive position through a set of proactive and reactive supply chain resilience strategies improves the organization's market strength and attractiveness over other operators in the telecommunication industry. Furthermore, the analysis guides the supply chain professionals in applying various supply chain resilience strategies to enhance organizational performance in the telecommunications industry in Sri Lanka. Hence, the findings of this study support both academics and practitioners in identifying areas for improvement to alleviate supply chain disruptions and enhance the overall supply chain ecosystem.

Keywords: Supply Chain Resilience, Organizational Performance, Proactive Strategies, Reactive Strategies, Telecommunications industry.

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