

SCRM and Logistic Resilience in the Era Of Logistics 4.0

¹ DAANOUNE Meryem ; ² KHADIR Mohammed ; ³ RHALI Najoua ;

⁴ Rajaa HADRI ; ⁵ TAOUFIK; Wafaa ; ⁶ JAMMOU Omar

¹ Laboratoire LRBIGOFÉ ; Faculté des Sciences Juridiques Economiques et Sociales. Ain Chock Casablanca.
meryemdaanounel@gmail.com

² Faculté des Sciences Juridiques Economiques et Sociales. Ain Chock Casablanca. Mohammed.khadir@univh2c.ma

³ Laboratoire LRPFG ; ENCG Casablanca. najouarhali@gmail.com

⁴ Laboratoire LRBIGOFÉ ; Faculté des Sciences Juridiques Economiques et Sociales. Ain Chock Casablanca.
rajaahadri1@gmail.com

⁵ Laboratoire LRBIGOFÉ ; Faculté des Sciences Juridiques Economiques et Sociales. Ain Chock Casablanca.
wafaaa.taoufik@gmail.com

⁶ Laboratoire LRBIGOFÉ ; Faculté des Sciences Juridiques Economiques et Sociales. Ain Chock Casablanca.
omar.jammou@gmail.com

Abstract. Supply chain risk management (SCRM) and logistics resilience are critical in today's volatile environment. Intensive globalization, lean practices and recent crises (e.g., the COVID-19 pandemic) have exposed supply chains to unprecedented vulnerabilities. This paper presents a comprehensive literature review of SCRM and supply chain resilience, with a focus on the emerging context of Logistics 4.0. We discuss integrated risk management approaches,

Typologies of supply chain risks, and the role of dynamic capabilities in building resilience . We then examine new risk patterns introduced by digitalization (Industry/Logistics 4.0 technologies) . Finally, we summarize lessons from the COVID-19 disruptions and derive practical recommendations and directions for future research. The review emphasizes that a balanced strategy – leveraging real-time monitoring and advanced analytics while mitigating cyber/technical risks – is essential for a resilient Logistics 4.0 era.

Keywords. *supply chain resilience; vulnerability; dynamic capabilities; Logistics 4.0.*
