

EFESO: supply chain resilience alone does not guarantee performance

New research shows why resilience must move from protection to performance.

PARIS, FRANCE, September 14, 2026 /EINPresswire.com/ -- [Supply chain resilience](#) has become a board-level priority, but resilience alone does not guarantee stronger business performance, according to EFESO Management Consultants.

EFESO argues that the next challenge is to convert supply chain resilience into an operating capability that enables organizations to sense disruption earlier, decide faster, respond more effectively and adapt continuously.

New EFESO analysis of 250 senior supply chain executives across Europe and the United States provides evidence of this resilience-to-performance gap. Nearly 30% of companies surveyed combine relatively high resilience maturity with lower business performance.

The finding suggests that supply chain resilience should not be treated as an end in itself. The opportunity is to move it beyond disruption protection and make it a source of business performance, and ultimately [competitive advantage](#).

Preparedness must move beyond planning

52% of organizations surveyed have a fully formalized continuity plan, but only 20% conduct monthly supply chain risk assessments and just 14% regularly conduct stress tests or crisis simulations. For EFESO, the gap illustrates why resilience needs to be embedded in operating routines rather than documented only in contingency plans.

Visibility must translate into action

Only 31% of organizations report full visibility across their supply network. Visibility can improve disruption detection and response, but its value depends on how quickly an organization can convert what it sees into decisions and operational action.

Digital is an enabler, not the destination

Digital maturity is another important differentiator: 48% of high-performing organizations

demonstrate mature digital supply chain capabilities, versus 10% of lower-performing organizations. EFESO's view is that technology creates value when it helps supply chains sense earlier, decide faster and act more effectively.

From supply chain protection to advantage

Across the findings, a common pattern emerges: no single resilience lever is sufficient. Stronger-performing organizations connect visibility, preparedness, digital capabilities and flexibility into a broader operating capability.

This creates a supply chain management model built around four outcomes: sense earlier, decide faster, respond better and adapt continuously.

“Supply chain resilience should become a source of competitive advantage, not remain simply protection from disruption. Value comes when resilience translates into faster decisions, stronger execution and greater adaptability.”

Erik Diks, Partner and Global Supply Chain Service lead

EFESO's Global [Supply Chain Survey](https://www.efeso.com/insights-events/global-supply-chain-survey-2026/) 2026 provides the evidence behind this perspective and explores the capabilities associated with stronger supply chain and business performance. The research is available through EFESO's dedicated web page.

<https://www.efeso.com/insights-events/global-supply-chain-survey-2026/>

Supporting asset: Global Supply Chain Survey 2026 report

About EFESO Management Consultants

EFESO Management Consultants is a global operations strategy and performance improvement consultancy, helping organizations transform their operations, supply chains and business performance.

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