

Supply Chain Agility and Organization Performance: A Resource Based View

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Abstract

In today's fast-paced and ever-changing business world, supply chain agility (SCA) is essential for survival. The primary purpose of this study is to better understand the current state of SCA research in order to better clarify the area and summarize prospective future research routes. To gain an understanding of the elements that contribute to supply chain agility and how SC agility affects business outcomes. The resource based view (RBV) takes what could be called an "*inside-out*" viewpoint, or one that is specific to a certain business when assessing the variables that have led to its success or failure in the marketplace. Acquiring valuable, uncommon, original, and non-replicable resources and then applying these resources and advantages to generate extraordinary results is how organizations gain and keep a comparative advantage over their competitors. This investigation put the predicted connection to the quantitative test. In particular, responses to anonymous online surveys were collected. There were 13 hypothesis put up and investigated in this study, four were found to be rejected which were all mediation analysis.

Keywords

Supply chain agility, Supply chain mapping, strategic flexibility, technology orientation, learning orientation, organization performance.

1. Introduction

Uncertainty and unpredictability abound throughout the fashion industry's supply chain (Lo et al., 2008). Due to the ever-changing nature of the fashion industry and the limited shelf life of its products, the retail fashion industry has unique and challenging characteristics. Demand and consumer requirements are subject to cyclical fluctuations and can experience a reversal at any time of the month or week. If businesses are going to make it through today's rapidly evolving, increasingly disposable market, they need to develop products that can adapt just as quickly. The current fashion market is characterized by a high rate of change, a short product life cycle, a wide variety of customer needs, constant technological advancements, and supply uncertainty. As a result, businesses, particularly manufacturers, are facing new and difficult challenges. The fashion industry may appear volatile or unsteady, but it constantly evolves in response to shifting consumer preferences (Lewis and Hawksley, 1990).

Particularly in the fashion industry, adaptability to changing consumer tastes and market conditions is necessary. Companies in the fashion industry can improve their performance and respond to the market more quickly by adopting an agile supply chain. The mechanism through which agility in supply chains affects an organization's competitive performance has been the subject of numerous studies. The strategic level of an organization's competitiveness is thought to be influenced by SC agility. This is because organizations with high levels of SC agility can better deal with the unexpected events. Previous studies have found that organizational flexibility greatly improves both agility and performance. Researchers agree that an organization's ability to adapt to changing circumstances directly affects corporate performance (Basheer et al., 2018). One could argue that there is a strong correlation between an organization's flexibility and its supply chain's agility. Enhanced supply chain agility and overall performance are directly correlated with an organization's capacity for flexibility. Moreover, in many areas of SC operations, such as supply chain agility, a focus on technology orientation (TO) has proven crucial. A company's profitability and performance can be enhanced through a shift in focus toward technology, leading to the creation of cutting-edge, marketable goods.

Experts in the fashion market (Calantone et al., 2002) have lauded the importance of a learning orientation (LO) toward an organization's performance. Learning creates new information, uses existing knowledge successfully from foreign factors, and obtains information. Business enterprises with a strong focus on learning will demonstrate adaptability to new circumstances, such as customer and market trends. Companies with a strong focus on learning as a means of knowledge creation can improve their knowledge and capabilities faster than their rivals. When the external environment is turbulent, the fashion industry has to create higher strategic flexibility, which aids in steering organizations through rapidly changing environments. Environmental uncertainty and strategic flexibility are closely associated. The ability to adapt to changes in the environment or take the initiative to drive such shifts requires companies to have strategic flexibility.

The paper is organized as follows. A description of the conceptual model, literature review, and hypothesis formulation are included in the next part to provide the study's theoretical foundation. An explanation of the research technique follows below. The study findings are analyzed and discussed in the next part, along with their ramifications and an examination of the connections between SC agility and company success. The report concludes with a discussion of the study's shortcomings, key findings, and recommendations for further research.

1.1 Aim of the study

Several scholars have looked at theoretical approaches to SC agility, but the existing literature hasn't tried to show how the idea of agility may be used to improve organization performance in a clear way, this study aim is to fill this gap.

1.2 Study Contribution

The first and most important contribution of this research is that it looks at the causes of supply chain agility and how they affect organization success from the point of view of organizational strategy. This gives the study of supply chain agility a new angle. The second contribution is the freedom of the supply chain, which is often seen as a keyway to deal with the growing unpredictability and competition on the market. Several real-world studies have shown that having a flexible supply chain in an unsure climate has helped businesses do better. The third contribution this study adds is that it makes a set of assumptions and builds a framework. We look closely at how learning orientation and technology orientation affect supply chain agility and how supply chain agility affects business performance.

2. Literature Review and Hypotheses Development

2.1.1 Resource-based view

The resource-based view (RBV) asserts that an organization's competitive edge can be maintained using scarce, unique, and irreplaceable assets. Organizations with a solid technological focus invest heavily in the research and development of cutting-edge products. When analyzing the factors contributing to an organization's success or failure in the market, the RBV adopts an 'inside-out' perspective or a perspective unique to that organization. Organizations can build and maintain a comparative edge by acquiring valuable, rare, original, and non-replicable resources and the subsequent application of these resources and advantages to achieve exceptional results. After this expanded RBV core was acquired, it was necessary to determine if the resulting co-citation matrix had been suitable for bibliometric analysis. According to Rowlands (1999), few zeros or very negative values can exist in a subject area with high coherence levels.

2.1.2 Organization Performance

Successful organizations have high performance, measured by various financial and market metrics. Scholars in strategic management have shifted their focus to the performance of organizations, as the primary goal of this field is to boost organizational effectiveness. In most cases, businesses try new things to improve their performance; the latter is a good indicator of how well organized a company is. How well an organization achieves its objectives compared to its main rivals is a measure of its performance (Cao & Zhang 2011). Profitability, expansion, and a high valuation are typical indicators of a successful business. Performance in business is measured by how well an organization meets its market and long-term objectives. The efficiency with which an organization is run is reflected in its performance. It is one of the most critical indicators of an organization's potential for success or even survival. Organizational performance is often viewed as the capstone of a model of an organization and is thus one of the essential concepts in the field of organizational studies. In the end, every business wants to do better. Companies place a premium on improving their performance because it is essential to the business's success.

2.1.3 Supply chain agility

SCA is defined as an organization's and its major suppliers' ability to address market problems and respond rapidly to changes in demand. Therefore, SCA is expanding in a positive way. The ability of suppliers in the fashion industry to respond quickly to shifts in demand triggered by seasonal tendencies and other market changes is what is known as supply chain agility (SCA). Using SCA means utilizing market knowledge and the concept of virtual enterprise to capture promising business openings. In the context of the supply chain, "agility" refers to an organization's capacity to adopt both short-term tactical changes and long-term strategic alterations in response to fluctuating market circumstances. As a result, this helps increase the supply chain's adaptability. The idea of "agility" in industrial systems is the inspiration for the relatively recent phrase "supply chain agility" (SCA) in the study of supply chain management. Supply chain agility (SC agility) is the capacity of a company to immediately react to and respond to changes in the market and the requirements of its consumers. In this case, RBV defines SC agility as the capacity of an organization to effectively combine its resources to achieve extraordinary outcomes. The ability to swiftly adjust to shifting market conditions is essential for maintaining a competitive edge in the supply chain. This research suggests that the capacity to be agile in one's supply chain is what separates successful companies from those who fail to keep up with RBV.

2.2 Hypothesis Development

2.2.1 Supply chain agility and Organization performance

With increased SC agility, businesses can boost their daily operation and customer service, which can help them stand out from the competition and increase their bottom line. Research shows a correlation between supply chain agility and business success. More specifically, a company's ability to adapt its supply chain functions quickly to shifts in the market is a critical factor in its ability to stay competitive (2008). Agile supply chains help fashion businesses in several ways. Supply chain agility allows a company to respond rapidly to market shifts, satisfy customers' needs promptly, and boost their product's delivery efficiency. Customer satisfaction can benefit from a more flexible supply chain. The following Hypothesis is derived from the preceding arguments.

Hypothesis H1: Supply chain agility positively influences organization performance in the fashion industry

2.2.2 Supply chain mapping and supply chain agility

Successful supply chain strategies often include both supply chain mapping and supply chain agility. Visually displaying the full supply chain from beginning to end, supply chain mapping helps to spot inefficiencies and detect threats. Conversely, supply chain agility refers to a network's capacity to adapt rapidly to shifting market conditions and emerging possibilities. To adapt to changing market conditions or take advantage of emerging technologies, a business may be able to rapidly reallocate output and resources. Supply chain mapping helps with decision-making and taking swift action, therefore the two ideas go hand in hand. Managers can save time and money by drawing a diagram of the supply chain to pinpoint problem areas and opportunities for improvement. Using this data, a strategy to increase supply chain agility may be developed.

Hypothesis H2: Supply chain mapping positively influences supply chain agility in the fashion industry

2.2.3 Supply chain mapping and organization performance

Supply chain mapping is a tool used by businesses to better understand their supply chain operations. By mapping out the entire chain of events, from raw material sourcing to customer delivery, an organization can gain insight into where improvements can be made in order to optimize their supply chain and improve their overall performance. Mapping out the supply chain allows organizations to gain a better understanding of their processes, operations, and relationships with suppliers and customers. Knowing where inefficiencies exist and what areas can be improved can help a business identify cost-saving strategies and increase their productivity. Supply chain mapping can also help identify areas of risk, allowing organizations to develop strategies to better manage and mitigate those risks. The success of an organization's supply chain operations can have a direct impact on its performance.

Hypothesis H3: Supply chain mapping positively influences organization performance in the fashion industry

Hypothesis H4: Supply chain agility mediates Supply chain mapping and organization performance

2.2.4 Strategic flexibility and supply chain agility

The ability to respond quickly and proactively to market threats or reactively to market opportunities is a critical component of strategic flexibility. An organization with strategic flexibility can detect shifts in its external environment, reallocate resources to pursue alternative strategies in response to those shifts, and act swiftly when it is time to abandon them. The ability of an organization to adapt to changing market conditions and sustain a competitive edge is a function of its strategic flexibility. Strategic flexibility and supply chain agility is essential to any business's success. Supply chain agility refers to adapting supply chain procedures to new circumstances and is an example of strategic flexibility. Being strategic means choosing from various options to acquire new resources. In the fashion industry, strategic flexibility is valuable because it helps businesses adapt to and respond to the ever-evolving demands of customers and suppliers through measures like supply chain agility.

Hypothesis H5: Strategic flexibility positively influences supply chain agility in the fashion industry

2.2.5 Strategic flexibility and organization performance

A company in the fashion industry can increase its strategic flexibility by monitoring and reacting to market conditions with an agile supply chain and by acting on those conditions with adjustments to its operations and strategies. The organization's performance can be influenced by increasing strategic flexibility. Quickly adapting to emerging technologies and market opportunities is critical in boosting an organization's performance. Strategic adaptability helps businesses thrive in today's fast-paced, highly competitive world. Strategic adaptability allows for the resumption of peak performance and the seizing of opportunities. Anand and Ward (2009) demonstrated that significant behavior changes could be reflected in trying to improve organizational performance.

Hypothesis H6: Strategic flexibility positively influences organizational performance in the fashion industry

Hypothesis H7: SCA mediates strategic flexibility and organization performance in the fashion industry

2.2.6 Technology orientation and supply chain agility

Businesses with a strong focus on technology can adopt and implement cutting-edge innovations ahead of the competition. Focusing on technology (TO) means thinking about how to make things, how to make things better, how to make better things, and how to make better things. Business entities that place a premium on technology constantly monitor industry developments in this area. This allows them to detect shifts in the technological landscape and adapt their existing technical expertise to meet the evolving demands of their clientele. When it comes to increasing speed and efficiency, technology plays a crucial role in the fashion industry. Tolone (2000) suggests incorporating asynchronous and real-time collaborative technologies into supply chains to boost responsiveness, such as increased supply chain agility. Based on these considerations, the study proposes the following Hypothesis:

Hypothesis H8: Technology orientation positively influences supply chain agility in the fashion industry

2.2.7 Technology orientation and organization performance

To ensure long-term success, fashion companies should innovate their products and services to better meet the needs of their customers. Companies with a high degree of TO can better adapt to the rapid changes in technology and meet the needs of their customers by developing and implementing innovative processes, services, and products. To

streamline operations, businesses leverage technology. Companies with a substantial innovation strategy are more likely to create and adopt innovative new product ideas during the new product development process, allowing them to respond quickly to shifts in the technological landscape and consumer preferences. Swafford et. al. (2006) suggested that the ability of a company to quickly adapt to a shifting market environment, known as supply chain agility, is crucial to its success in meeting customers' needs promptly and cost-effectively. Thus, focusing on technology can improve an enterprise's ability to respond quickly to market shifts and satisfy customers, thereby boosting performance.

Hypothesis H9: Technology orientation positively influences organization performance in the fashion industry

Hypothesis H10: SCA mediates technology orientation on organization performance in the fashion industry

2.2.8 Learning orientation and supply chain agility

The whole learning chain comprises the three main aspects of learning (starting to learn orientation, learning ability, and learning organization). In business, a "learning orientation" means that everyone in the company is actively working to increase the company's competitive advantage by generating and applying new knowledge. Organizations with a strong emphasis on learning can better implement changes that boost supply chain performance. Supply chain agility can be enhanced through a learning orientation. Organizations in the fashion industry that place a premium on learning have a better chance of detecting and responding to unexpected situations and trends in their organizational environment, improving supply chain agility. Agility in supply chains enables businesses to read the market better through a focus on learning. The following is the working Hypothesis of this investigation.

Hypothesis H11: Learning orientation positively influences SCA in the fashion industry

2.2.9 Learning Orientation and organization performance

Learning orientation has been studied by academics as a competitive advantage due to its link to sustained gains in performance. To gain a competitive edge, businesses must adopt a "learning orientation," which is the systematic pursuit of knowledge creation and application across the entire organization. To gain a competitive edge, businesses must adopt a "learning orientation," which encompasses their efforts to generate new knowledge and integrate it into their operations. An organization focusing on learning fosters an atmosphere where employees are actively encouraged to take on new responsibilities and improve their skills. Administrative initiatives designed to foster a culture of learning within a company are known as "learning orientation." Supply chain agility can help fashion companies boost performance thanks to a focus on learning. There is some agreement between this viewpoint and that of Calantone et al. (2002), who argued that a focus on learning helps businesses better understand and meet their client's requirements, boosting loyalty and revenue.

Hypothesis H12: Learning orientation positively influences organization performance in the fashion industry

Hypothesis H13: SCA mediates learning orientation and organizational performance in the fashion industry

2.3 Research Framework

The main causes and effects of supply chain agility are outlined in the framework in Figure 1. A research model is developed that connects the main research categories. This paradigm acts as the basis for the research investigation.

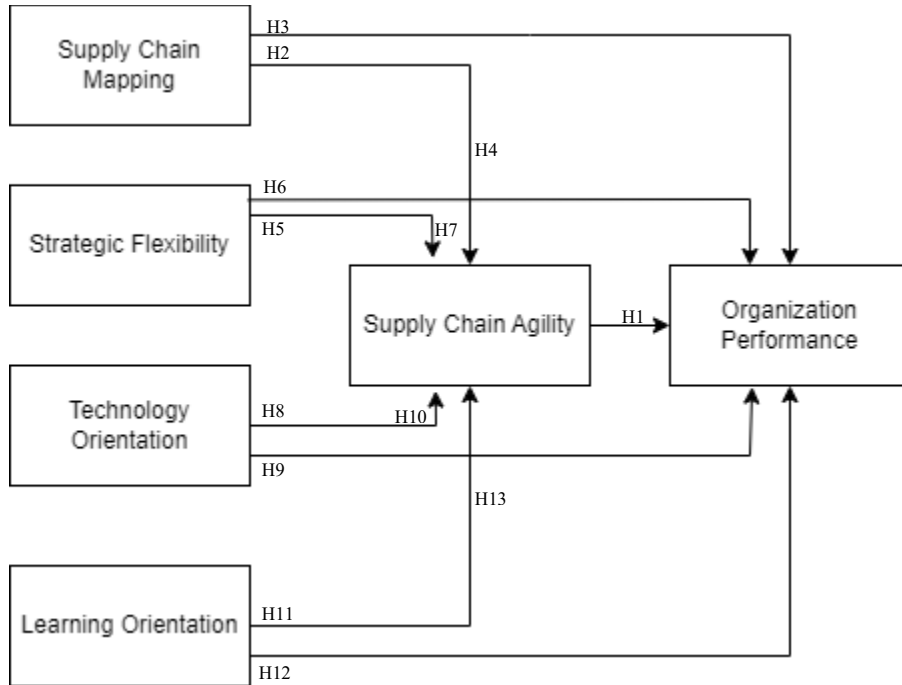


Figure 1. Research framework

3. Research Methodology

3.1 Questionnaire Development

This study used a quantitative methodology to test the hypothesized relationship. In particular, information was gathered through voluntary online questionnaires. There were two parts to the questionnaire. In Part 1, the researcher asked respondents to provide basic demographic information. The first section of the questionnaires included a cover page explaining the research's goals. Questions in Section 2 were made to evaluate supply chain agility, supply chain flexibility, strategic flexibility, technology orientation, learning orientation, organization performance. We created a single questionnaire to measure all of the theoretical components of the study in order to get a reasonable response rate and keep the instrument reliable. Each variable was evaluated using a set of well-developed scales that included questions about strategic and SC flexibility, technology and learning orientation, supply chain agility, and organizational performance after a thorough review of the relevant literature. The goal of all the questions about the constructs mentioned above was to have respondents provide their opinions on each measured item.

3.2 Research Technique

The partial least squares modeling of structural equations (PLS-SEM) was used to analyze the relationships between the research models; this technique has gained prominence in recent years and is now routinely used to answer research questions. The PLS-analysis and comparison to a naïve linear model validate its predictive ability and suggest its use. The study's rigor and uniqueness were ensured by its narrow focus on a single period and company type (manufacturers) within the fashion industry. The method allowed for more precise measurement management.

4. Data Analysis

When analyzing the data for this study, the study turned to Smart PLS 4.0. Smart PLS 4.0 is a structural equation modeling (SEM) program that allows for modeling latent constructs in non-normality and with small to medium sample sizes. It is a valuable tool for determining whether a specified model and its affiliated network of theoretical constructs produce consistent results from measurements of scale items (Jöreskog, 1993). Given its many benefits over more conventional statistical analysis methods, the researcher opted to use SEM to validate our measurement scales and organize the results.

4.1 Common Biased Method

In this analysis, the research looked for evidence of systematic supply chain bias in the collected data. Harman's 1-factor test was used with the multiple constructs in the current research model, which includes Supply chain mapping, strategic flexibility, technology orientation, learning direction, and organizational performance. This methodology was inspired by (Podsakoff and Organ, 1986). Therefore, there is no reason to suspect that the sample used in this study is prone to the biases associated with the methods commonly employed in such studies (Saeed and Shafique, 2020).

4.2 Variance inflation factor (VIF)

VIF is common and likely the most crucial for analyzing prevalent method bias. SCA1, SCA2, SCA3, and SCA4 all have VIF values of 1.807, 2.340, 2.273, and 1.818, respectively. SCF1, SCF2, and SCF3 have respective VIF values of 1.607, 1.828, and 1.907. Values for SF1, SF2, SF3, and SF4 on the VIF scale are 1.850, 2.131, 2.198, and 1.449. TO1, TO2, TO3, and TO4 all have VIF values of 1.519, 1.852, 1.661, and 1.771, respectively. VIF values for LO1, LO2, and LO3 are 1.394, 1.658, and 1.651, respectively. OP1, OP2, and OP3 all have VIF values of 1.432, 1.322, and 1.449, respectively.

4.3 Internal consistency

Cronbach's alpha values were used to establish the constructs' internal consistency in the current investigation. The following Cronbach's alpha values were all greater than the cutoff of 0.70 established (Gadermann et al., 2012): SCA ($\alpha=0.855$), SCF ($\alpha=0.807$), SF ($\alpha=0.831$), LO ($\alpha=0.759$), TO ($\alpha=0.759$), and OP ($\alpha=0.712$).

4.4 Composite Reliability

The CR values for SCA were 0.859, SCM was 0.807, SF was 0.831, TO be 0.831, LO was 0.759, and OP was 0.715, all of which are above the 0.7 cutoffs set by Hair et al., 2017. SCA AVE = 0.697, SCM AVE = 0.722, SF AVE = 0.665, TO AVE = 0.644, LO AVE = 0.675; these numbers are above the cutoff value of 0.50 established by Chin (2010) for AVE. T-values for the factor loadings all exceeded the critical value of 0.50. (Hair et al., 2017). Both the CR and AVE were more outstanding than 0.7 (Hair et al., 2017) and 0.5 (Chin, 2010), respectively, meeting the minimum requirements for validity (Schuberth et al., 2018).

4.5 Discriminant Validity

Afterwards, the discriminant validity is assessed using the Fornell-Larcker criteria (FLC). A construct's distinctiveness and the phenomenon it captures others do not observe the demonstration of discriminant validity demonstrates that. Correlations among constructs were found to be no greater than that of the sum of squares of derivative products between each couple of factors.

4.6 Hypothesis Results

The results of the hypothesis tests indicate that 5 of the thirteen hypotheses are supported. The relation among supply chain agility & organization performance is statistically significant ($T=0.232$, $p=0.816$). Supply chain mapping is related to agility with a T-statistic of 0.757 ($p=0.449$). Supply chain agility moderates the relation between supply chain adaptability and organizational performance ($t=0.149$, $p=0.001$). Strategic flexibility has a significant effect on both supply chain agility and performance of the organization (t -statistics 4.706, $p=0.000$; t -statistics 1.724, $p=0.085$). Supply chain agility has been shown to significantly mediate the relationship between strategic flexibility and organizational performance ($p=0.822$; see also the preceding section). A t -statistic of 0.442 ($p=0.658$) and a t -value of 0.442 ($p=0.000$) both show that a focus on technology has a large effect on supply chain agility and on the effectiveness of a company overall. The connection between tech emphasis and business outcomes has been strongly mediated by supply chain mapping ($t=0.101$, $p=0.919$). Learning orientation has a 1.289 ($p=0.198$) influence on supply chain agility, while its t -value ($p=0.046$) for the impact on organizational performance is 1.992. Supply chain agility has a considerable impact on organizational learning and performance, as measured by the t -value, which is 0.191 ($p=0.848$). While H1, H2, H4, H6, H7, H8, H10, H11, and H13 lacked support, H3, H5, H9, and H12 did.

5 Discussion and Implications

Thirteen hypotheses were proposed and tested in this study; the data supported only four. The study then compares the findings to the existing body of literature and discusses the implications of the findings.

Hypotheses (H1)

A positive effect of supply chain agility on the organization's performance can be seen. Observing that supply chain agility has enhanced organizational performance, with an effect size of 0.017. The findings lend even more credence to the theory that an agile supply chain is critical to boosting an organization's performance.

Hypotheses (H2)

The results imply that supply chain agility is enhanced by Supply chain mapping. The current study found that a positive effect size of 0.077 was associated with Supply chain mapping on supply chain agility. Supply chain agility substantially and positively affects supply chain agility.

Hypotheses (H3)

When businesses apply supply chain mapping, it improves their bottom line. The current study's effect size 0.220 shows that supply chain mapping significantly influences organizations' performance. Previous studies' findings corroborated with the present ones, proving the latter's accuracy. Adaptability in the supply chain allows for meeting product demand despite product mix and volume changes, thereby boosting business results.

Hypotheses (H4)

The findings assert that there is a connection between strategic agility and the effectiveness of an organization's performance. Result has shown that a small effect size 0.001 of a positive nature (supply chain agility mediating strategic mapping on organizational performance) can be achieved.

Hypotheses (H5)

It states that there is a correlation between strategic flexibility and supply chain agility. The effect size of 0.541 of the relationship between strategic flexibility and supply chain agility is found in this study which is substantial. Supply chain agility refers to adapting supply chain procedures to new circumstances and is an example of strategic flexibility. In order to be strategic, one must be able to make choices about acquiring new resources from various angles.

Hypotheses (H6)

It outcomes establishes that a company's performance can benefit from using strategic flexibility. The current research shows that strategic flexibility improves organizational performance, with an effect size of 0.151. Being able to quickly adapt to emerging technologies and market opportunities is a critical factor in boosting an organization's performance.

Hypotheses (H7)

The findings reveal that strategic flexibility is correlated with organizations' performance, and this influence is not significantly mediated by supply chain agility with effect size of 0.035.

Hypotheses (H8)

The results demonstrate that a focus on technology improves the agility of supply chains. The effect size for the impact of technology orientation on supply chain agility in the current study is 0.379, which is significant. The most crucial factor in making businesses more flexible is technology.

Hypotheses (H9)

The findings assert that a company's performance can be improved by focusing on technology. The effect size is minimal 0.001 that causing changes positively influences organizational performance. Previous studies' findings corroborated with the present ones, proving the latter's accuracy. Organizations that focus on technology have a better chance of achieving long-term success if they also innovate to add value for their customers.

Hypotheses (H10)

The mediation link between supply chain agility and technological focus on the part of the organization's performance is not significant. The effect size of the relationship between technology orientation and organizational performance found in the present study was 0.001.

Hypotheses (H11)

The results show that a positive effect of learning orientation on supply chain agility exists. The current study found that the effect size of 0.097 was associated with learning orientation on supply chain agility.

Hypotheses (H12)

A company's performance can benefit from a more open-minded approach to learning. The current study shows a positive effect of learning orientation on organizational performance with an effect size of 0.188.

Hypotheses (H13)

The study findings demonstrate that supply chain agility does not mediate the link between learning and business success. This effect is mediated by supply chain agility with a minimal effect size of 0.002.

5.1 Theoretical Implications

Using this model, businesses can better understand what competencies will help them thrive in an uncertain market. Organizations need to learn more about the function of different competencies for attaining agility in supply chains because the degree of agility in a supply chain can decide the efficacy and effectiveness of the combined efforts. Based on RBV's theory consequence, strategic flexibility (SC) can be viewed as a collection of scarce, valuable, and difficult-to-replicate resources. When a central organization works in a volatile environment and is increasingly reliant on its supply chain process, it is not enough to merely create flexibility at the base level. In this paper, RBV arguments explain used that organizations can gain a competitive edge by pooling their resources and capabilities.

5.2 Practical Implications

If customer reaction, demand response, and joint planning are managed separately, SC agility will not be able to exploit the sub-additive synergies. When coupled with strategic flexibility, a company's capacity to respond quickly to client needs is greatly enhanced by supply chain agility. The results lend support to the arguments that a flexible supply chain is essential for enhancing an organization's performance, and that such a supply chain is essential for thriving in the dynamic global fashion business. More specifically, when flexibility operates via supply chain agility. This work has, like the study methodology depicted in Figure 1, focused on SC flexibility in the distribution network.

5.3 Managerial Implications

Manufacturing companies must constantly enhance their efforts in advanced technologies and Supply chain mapping quality processes to meet the increasing demand for high quality, technologically advanced goods from developed local and international markets. Regarding the product, production, and quality improvements, logistics managers provide a vision focusing on the entire organization. The correlation between supply chain adaptability and company success suggests that implementing integration and adaptability strategies throughout the supply chain can significantly boost business results. In particular, they may improve the company's logistical, financial, and operational efficiency. The reality is that meaningful learning can be a driving factor for organizational agility and a retrospective account of the change process has managerial implications. This discovery is significant because it suggests that incorporating new knowledge into the goods and services can initiate new, appropriate routines that help managers' report on and deal with the strategic challenges faced by business leaders. Creating new knowledge processes is one means of doing so.

6. Conclusion, Limitations, and Future Research Directions

Adaptation is inherent to the fashion industry (Frings, 2008). Given that seasonal (or even monthly) changes in fashion dictate the need for rapid and cost-effective manufacturing of fashion lines to maximize profits before the end of the limited selling period, it is clear that this is an area where efficiency and speed shine. The strong association between supply chain adaptability and business success suggests that implementing strategies to increase adaptability at every stage of the supply chain can significantly boost business results. A focus on technology improves an organization's performance by allowing it to respond better to market fluctuations and customer demands. In addition, recent studies have highlighted two separate supply chain concepts, SCA and flexibility, to gain a sustainable competitive benefit of the respective forms. The data demonstrate that SCA strategies are where organizations should focus if they want to advance their position in the market. Agility has been identified as a tool for adapting to new circumstances, improving customer responsiveness, and thriving in an unpredictable market. Furthermore, agility has been seen as essential for enhancing an organization's competitiveness via applying business experience to exploit attractive investments in a dynamic situation.

6.1 Limitations and Future Direction

While this study does much to further our understanding of supply chain flexibility, it also has several significant limitations that need to be taken into account. The authors concede that the scope of their research is restricted, and that other characteristics and variables (such as process and technology convergence, regulatory structures, and

institutional drives) are equally crucial to the expansion of supply chain agility & flexibility capability. This implies that further research into the important characteristics, antecedents, and repercussions of flexibility and adaptability for companies, managers, especially supply chain partners is required to improve on the information presented here.

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