

The Role of Supply Chain Resilience and Integration in Enhancing the Supply Chain Performance: A Literature Review

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Abstract— This research aims to investigate the impact of supply chain resilience and integration on the performance of FMCG firms in Bangladesh. The primary objective is to synthesize existing literature to comprehend how these two interdependent capabilities enhance operational efficiency, delivery reliability, flexibility, innovation, and customer satisfaction in a developing economy. This research used a narrative and integrative review methodology, examining peer-reviewed journal articles, conference proceedings, and industry reports mostly published in the last decade. The technique included the thematic classification of literature into resilience, integration, and performance dimensions, followed by an iterative process of synthesis and interpretation. The study highlights findings that supply chain resilience, which includes adaptation, flexibility, visibility, redundancy, and recovery capacity, allows organizations to successfully absorb and recover from disturbances. The outcomes of the study emphasize the significant role of Supply chain integration to facilitate coordination, information exchange, and cooperation, hence enhancing resilience. Therefore, the research offers actionable insights for managers in cultivating robust and cohesive supply chains, governments in fostering enabling infrastructure and technology integration, and industry stakeholders in advancing collaborative networks.

Keywords— supply chain resilience, supply chain integration, supply chain performance, FMCG, Bangladesh

1. Introduction

Supply chains have transformed into intricate, interrelated networks that beyond conventional organizational limits. They now include suppliers, manufacturers, logistics providers, distributors, and customers, all of whom are essential for facilitating the seamless movement of goods, information, and money. In the realm of globalization, supply chain performance has emerged as a critical determinant of organizational competitiveness and sustainability [1]. In nations such as Bangladesh, where the Fast-

Moving Consumer Goods (FMCG) sector is pivotal to economic advancement, comprehending the role of supply chain resilience and integration in enhancing supply chain performance is both a theoretical interest and a practical need. The FMCG industry in Bangladesh, especially in businesses like ready-made clothes, leather, pharmaceuticals, and food processing, has shown sustained growth over recent decades. This expansion has not occurred without difficulties. The industry often encounters interruptions due to internal inefficiencies, political instability, infrastructural constraints, port congestion, labor disputes, and natural calamities like as floods and storms [2], [3].

In this context, two interconnected concepts, supply chain resilience and supply chain integration arise as crucial factors for enduring success. Supply chain resilience refers to the capacity of a supply chain to anticipate unforeseen disruptions, adjust efficiently to changing circumstances, and swiftly recover to ensure operational continuity. Alongside resilience, supply chain integration denotes the strategic alignment and collaboration among supply chain participants to attain shared objectives [4]. It encompasses internal integration within functional divisions and external integration with upstream suppliers and downstream distributors [5].

Supply chain performance has historically been assessed by metrics like cost efficiency, delivery dependability, flexibility, innovation, and customer happiness [6]. In the contemporary business landscape, supply chain performance encompasses the capacity to endure shocks, adapt to market fluctuations, and maintain sustainable practices. Attaining such performance criteria requires a balance between resilience to external disruptions and integration among supply chain participants. Resilience and integration are interconnected concepts that mutually support one another.

This research is significant for its potential theoretical and practical contributions to supply chain management, especially in Bangladesh's FMCG firms. While resilience and integration have been examined separately in several studies, their synergistic impact on supply chain performance offers a comprehensive insight into how firms may endure and prosper in difficult situations [13]. This viewpoint enhances current literature by contextualizing the discourse inside a developing economy, where issues such as infrastructure constraints, labor disputes, and climate threats markedly vary from those in industrialized nations.

The scholarly review of the study highlights the need for managers in manufacturing firms to formulate proactive policies that enhance resilience via flexibility, redundancy, and risk management, while concurrently fostering integration with upstream suppliers and downstream distributors. These findings are especially crucial in Bangladesh, where consumer goods manufacturing companies encounter global competitiveness and heightened compliance demands from overseas purchasers [14], [15].

Moreover, the research has social and economic relevance. By fostering robust and interconnected supply chains, companies may mitigate interruptions that often result in job losses, delayed deliveries, and diminished export revenues. This enhances corporate competitiveness while also promoting national economic stability and sustainable development. Therefore, the research is crucial for enhancing scholarly dialogue, directing management practices, influencing policy formulation, and fostering socio-economic progress within Bangladesh's industrial sector.

2. Method

This research is methodologically grounded on a narrative and integrative assessment of the literature on supply chain resilience, integration, and performance, specifically pertaining to FMCG firms in Bangladesh. A review-based methodology is appropriate for combining a wide array of academic and practitioner-focused research to provide conceptual clarity and underscore thematic trends [16], [17]. This approach facilitates a comprehensive examination of theoretical ideas, empirical evidence, and practical ramifications, unencumbered by the limitations of a primary data-centric framework.

2.1 Review Approach

The review used an integrated strategy, including the collection, analysis, and synthesis of research findings from several methodological traditions, including qualitative and quantitative

investigations. In contrast to systematic reviews that adhere to rigid inclusion and exclusion criteria, the integrated method prioritizes comprehensiveness and conceptual advancement [18]. The emphasis was placed not only on recognizing existing knowledge but also on analyzing the interplay between resilience and integration in affecting supply chain performance inside Bangladeshi FMCG companies. This methodology proved especially effective in encapsulating the multifaceted and dynamic characteristics of supply chain management in developing nations.

2.2 Source Selection

The review included peer-reviewed journal papers, conference proceedings, industry reports, and pertinent book chapters published mostly in the last ten years to guarantee comprehensive coverage. Recent works were emphasized to represent current discussions and methodologies in supply chain management [19]. Classical studies that established the foundations for ideas like integration and resilience were included to provide theoretical footing. The justification for including both current and fundamental research was to guarantee that the review provided historical continuity and present significance.

2.3 Thematic Focus

The synthesis approach depended on theme classification of literature. Three principal themes were discerned based on the study's objectives: (1) supply chain resilience, (2) supply chain integration, and (3) supply chain performance. Each topic was further examined for its definitions, dimensions, and empirical evidence within the Bangladeshi industrial sector. Resilience was analyzed regarding agility, redundancy, visibility, and adaptability, while integration was scrutinized via internal integration, supplier integration, and customer integration [20]. Performance was evaluated based on cost, flexibility, delivery dependability, and customer response factors.

2.4 Analytical Process

The literature was examined via an iterative manner. Initially, the studies were thoroughly examined to ascertain their definitions and operationalizations of resilience, integration, and performance. The results were retrieved and analyzed across research to identify similarities and discrepancies. The correlations between resilience, integration, and performance were delineated to identify patterns. This method guaranteed that the review transcended simple summarizing and offered a synthesis viewpoint on the cumulative

impact of resilience and integration on performance outcomes [21].

The study focused on research addressing industrial supply chains in the Bangladeshi context, particularly under contexts of vulnerability, including political turmoil, infrastructure constraints, and climate-related disruptions [22]. Sector-specific challenges, notably within the ready-made clothing industry, were deemed illustrative due to their significant influence on the nation's FMCG industry domain. This contextual focus made the review more relevant and anchored in the reality of Bangladesh.

2.5 Methodological Rigor

This research used a narrative review methodology while ensuring methodological rigor via meticulous source selection and triangulation. To mitigate prejudice, literature from many disciplinary perspectives encompassing operations management, logistics, supply chain management, and development studies was examined. Moreover, the synthesis procedure depended on cross-validation of results from other investigations to guarantee dependability and credibility [23]. The review used theoretical frameworks like the resource-based approach, contingency theory, and relational views to understand the results, so situating the analysis within recognized academic traditions.

The use of a review-based technique is especially warranted due to the exploratory character of this work. The concepts of supply chain resilience and integration have been explored in many settings; however, their interplay and effects on Bangladesh's industrial supply networks have not been thoroughly synthesized. Performing a literature review facilitates the extraction of insights from both international and domestic research, contextualizing them within the unique issues faced by Bangladesh. Furthermore, the acquisition of primary data would have been impeded by challenges like restricted access to firms, response bias, and the limited availability of consistent data across several sectors. A review methodology offers a practical and enlightening means to achieve the study objective within constraints of time and resources.

3. Literature Review

This study presents a thematic synthesis of the available research on supply chain resilience, integration, and their collective impact on improving supply chain performance within FMCG firms in Bangladesh. The study integrates global viewpoints with context-specific research, providing a comprehensive knowledge of the

interaction between various dimensions to enhance operational, financial, and strategic results. Four principal topics emerged from the analyzed literature: (1) aspects of supply chain resilience, (2) aspects of supply chain integration, (3) interaction between resilience and integration, and (4) consequences for supply chain performance. Each subject is elaborated upon in depth below.

3.1 Dimensions of Supply Chain Resilience

Resilience is a multi-faceted concept that includes adaptation, flexibility, visibility, redundancy, and recovery capacities [24]. In the case of Bangladeshi consumer goods manufacturing companies, these factors are especially pertinent owing to persistent interruptions from infrastructure deficiencies, labor conflicts, and climate vulnerabilities.

Adaptability denotes the ability of supply networks to modify strategy and operations in reaction to changes in the external environment. Bangladeshi manufacturers, especially in the garment industry, often face abrupt changes in worldwide demand, influenced by customer tastes or regulatory compliance. Companies that exhibit adaptability such as broadening product offerings or changing suppliers are more likely to maintain success than those with inflexible structures. Flexibility emphasizes the capacity to adjust manufacturing and logistical systems in response to disturbances. Garment producers often encounter order cancellations or last-minute design modifications from overseas clients.

Companies using flexible manufacturing systems may adapt to changes with minimum disturbance, hence improving resilience [25], [26]. Visibility encompasses the clarity and instantaneous monitoring of supply chain operations. In Bangladesh, visibility is hindered by the inadequate use of modern digital technologies; yet research underscores its significance for risk anticipation and response coordination [5]. Improved visibility via information-sharing networks allows companies to identify possible disruptions, such as delays in raw materials, prior to their escalation. Redundancy, including the maintenance of backup suppliers or supplementary inventories, is a vital component of resilience. While redundancy elevates expenses, it offers protection against risks like port congestion or supplier breakdowns, prevalent in the Bangladeshi setting. Ultimately, recovery capacity highlights the rapidity and efficacy with which organizations resume regular operations after interruptions. Firms that swiftly recover from periodic floods are more likely to sustain buyer trust and long-term contracts. Collectively, these aspects of resilience empower industrial supply networks to endure and adjust to

external disruptions, thereby establishing a basis for enhanced performance.

3.2 Dimensions of Supply Chain Integration

The evaluation emphasized that supply chain integration is essential for attaining efficiency and responsiveness in manufacturing processes. Integration was classified into three dimensions: internal integration, supplier integration, and customer integration [9]. Internal integration denotes the synchronization of procedures, information, and decision-making across several divisions within an organization. In Bangladeshi FMCG firms, insufficient internal integration often results in misunderstanding across procurement, production, and distribution departments, causing delays and inefficiencies [27].

Companies with robust internal integration, facilitated by digital systems like Enterprise Resource Planning (ERP), may more effectively coordinate tasks and mitigate operational bottlenecks. Supplier integration entails collaborative connections and the exchange of information with upstream partners. This is particularly significant in Bangladesh, where industrial enterprises rely extensively on imported raw materials, including textiles, chemicals, and equipment. Efficient supplier integration facilitates enhanced forecasting, collaborative risk management, and improved coordination during supply interruptions [28], [29].

Customer integration emphasizes the synchronization of activities with the requirements and anticipations of downstream partners, including merchants and end customers. In the apparel industry, collaboration with international customers via coordinated planning and instantaneous communication technologies is crucial for adhering to stringent deadlines and compliance standards. The absence of such integration often leads to production delays, order cancellations, and reputational harm. Integration across all three dimensions facilitates a smooth exchange of information, materials, and resources, hence improving supply chain agility and responsiveness.

3.3 Interplay Between Resilience and Integration

The review's primary result was the recognition of the synergistic link between resilience and integration. Resilience enables organizations to endure shocks, whereas integration offers the structural and relational frameworks necessary for the efficient implementation of resilience [30]. For instance, the exchange of information inside integrated networks allows companies to foresee

problems sooner, thereby enhancing resilience. In the Bangladeshi garment sector, companies that engage with suppliers and consumers using digital communication platforms may promptly detect risks, such as shipping delays, and formulate contingency plans appropriately. Likewise, collaborative risk management is feasible when supply chain partners are linked.

Integration cultivates trust and collaboration, which are crucial for collective decision-making in times of crisis. In the absence of such coordination, companies must address risks independently, so constraining their resilience. Conversely, resilience also strengthens integration. Companies that swiftly rebound from disruptions establish confidence and trust with partners, so reinforcing long-term partnerships and fostering enhanced cooperation. Bangladeshi companies that shown significant resilience during the COVID-19 epidemic by promptly modifying production and delivery schedules successfully preserved robust connections with international customers [3]. Consequently, resilience and integration are interdependent entities that mutually enhance one other. Their interaction guarantees both survival during shocks and sustained competitiveness and development.

3.4 Implications for Supply Chain Performance

The analysis indicated that the amalgamation of resilience and integration directly improves several aspects of supply chain performance, such as cost effectiveness, delivery dependability, flexibility, innovation, and customer satisfaction.

Cost efficiency: Although resilience techniques like redundancy may initially elevate costs, integration mitigates these prices by enhancing coordination and diminishing inefficiencies. Integrated planning systems diminish waste and curtail redundant efforts, resulting in enduring cost reductions [31].

Delivery reliability: Robust supply chains can swiftly recuperate from disturbances, while integrated networks guarantee that deliveries correspond with client specifications. This combination significantly improves delivery performance, which is especially important in export-driven industries such as clothing, where tardy deliveries may incur financial penalties and harm reputation.

Flexibility: The capacity to modify operations in reaction to demand variations or supply deficiencies is enhanced when resilience and integration collaborate. Flexible manufacturing systems, bolstered by integrated supplier relationships, enable enterprises to adjust

production schedules or procure alternate input without significant interruptions [32].

Innovation: Integration promotes information exchange and cooperation, hence stimulating innovation in product design, processes, and technology. Resilience guarantees that innovations can endure market fluctuations and external disruptions, therefore preserving their advantages over time.

Customer satisfaction: Ultimately, the efficacy of the supply chain is shown in the contentment of end consumers. Integrated systems provide responsiveness to client requirements, and resilience maintains service consistency during interruptions. In Bangladesh's competitive FMCG sector, ensuring customer satisfaction is crucial for obtaining repeat orders and establishing enduring ties with overseas clients [33].

3.5 Bangladesh-Specific Observations

The study discerned numerous insights peculiar to Bangladesh. Infrastructural constraints, like insufficient port capacity and subpar logistical networks, significantly impede resilience and integration. Cultural and institutional barriers, including diminished trust among supply chain participants, impede cooperation and information exchange [34]. Third, the hazards associated with climate change are more acute in Bangladesh than in several other industrial nations, rendering resilience more vital [35]. The increasing worldwide demand for sustainability and compliance necessitates that Bangladeshi enterprises enhance efficiency while conforming to social and environmental norms, achievable alone via robust and interconnected supply networks.

The review's findings indicate that supply chain resilience and integration are critical, interdependent characteristics that enhance supply chain performance in Bangladesh's industrial industry. Resilience enables the capacity to endure and recuperate from disturbances, while integration guarantees cohesive coordination and cooperation across the supply chain. Collectively, they enhance performance across several dimensions including cost efficiency, delivery dependability, flexibility, innovation, and customer pleasure. The backdrop of Bangladesh underscores the significance of these capacities owing to distinct vulnerabilities, including infrastructure deficiencies, socio-political instabilities, and climate-related threats. Consequently, enhancing resilience and integration is both a strategy need and a survival imperative for FMCG firms in Bangladesh.

4. Discussion

This review's results highlight the essential role of supply chain resilience and integration in improving the performance of consumer goods manufacturing firms in Bangladesh. The discourse elaborates on the findings, contextualizing them within theoretical paradigms and correlating them with global supply chain literature and the distinct issues encountered by Bangladeshi enterprises. The discourse encompasses four principal domains: the conceptual significance of resilience, the strategic function of integration, the interaction between resilience and integration, and the overarching consequences for supply chain efficacy. The thematic discussions based on the research context is illustrated in figure 1.

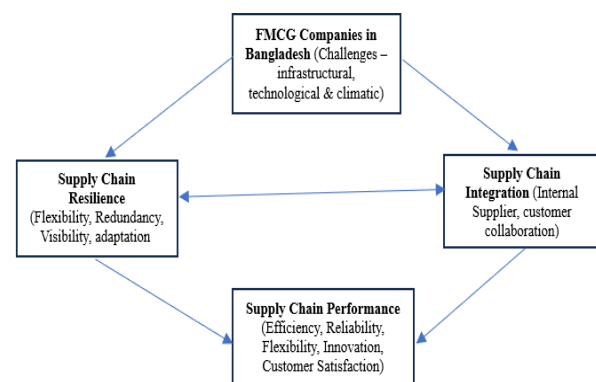


Figure 1: Conceptualizing the role of supply chain resilience and integration in improving supply chain performance

4.1 Supply Chain Resilience in the Bangladeshi Context

The evaluation emphasizes resilience as a multifaceted skill that allows organizations to foresee, withstand, and recuperate from shocks while preserving operational continuity. In Bangladesh, where industrial supply chains often face climatic disasters, infrastructure constraints, and socio-political instability, resilience is an essential strategic asset [36]. The facets of resilience adaptability, flexibility, visibility, redundancy, and recovery capability correspond with the existing literature on resilient supply chains, underscoring the imperative for manufacturing firms to not only anticipate disruptions but also to respond adeptly when they arise [37].

Adaptability has been shown to provide dynamic responses to demand variations and policy alterations, which are prevalent in Bangladesh. Companies capable of swiftly adjusting production plans or changing suppliers are more adept at ensuring continuity and meeting client expectations. Flexibility enhances adaptability by

offering operational mechanisms such as modular manufacturing lines or diversified supplier sourcing that enable organizations to withstand disruptions without substantial losses. These results align with prior research indicating that process flexibility is a vital factor in resilience under unstable contexts [30].

Visibility, as emphasized in the findings, is crucial for facilitating proactive decision-making. The use of digital technologies, like ERP systems, tracking software, and collaboration platforms, enhances transparency across the supply chain, enabling companies to identify disturbances promptly. In Bangladesh, where visibility is often obstructed by inadequate technology infrastructure, investments in digital technologies may markedly improve resilience [5]. Redundancy and recovery capabilities enhance organizations' resilience to disturbances. Although sustaining backup suppliers or surplus inventory may elevate operating expenses, these strategies serve as a safeguard against unpredictable occurrences such as port congestion or supplier insolvency, which are prevalent in Bangladesh's industrial sector.

These results indicate that resilience is not only a reactive capacity but a strategic asset that directly enhances the sustainability and competitiveness of FMCG enterprises. Theoretical frameworks, such as the resource-based view (RBV), elucidate this by highlighting that distinctive and difficult-to-replicate capabilities such as resilience can provide enduring competitive advantage [38]. Companies that consistently integrate resilience into their operations are more likely to maintain performance amid crises, therefore strengthening long-term partnerships with international clients.

4.2 Strategic Role of Supply Chain Integration

Integration has evolved as a vital competency that enhances resilience by promoting coordination and alignment across supply chain participants. The findings demonstrated that internal integration, supplier integration, and customer integration jointly improve operational efficiency, responsiveness, and strategy alignment [39]. Internal integration guarantees that cross-functional departments such as procurement, manufacturing, and logistics are synchronized in their goals, minimizing inefficiencies that can result from isolated activities. In Bangladeshi FMCG companies, inadequate internal communication has traditionally resulted in delays, surplus inventory, and misaligned production schedules (Sultana & Alam, 2019). Consequently, internal integration, especially via digital tools and collaborative planning, becomes a vital facilitator of operational effectiveness.

Supplier integration improves collaboration with upstream partners, particularly in Bangladesh, where consumer products manufacturing companies depend significantly on imported raw materials. Integrated supply chains provide joint forecasting, cooperative risk management, and prompt notification of any interruptions [13]. Customer integration provides synchronization with downstream partners, especially foreign customers that adhere to stringent compliance and quality requirements. Companies that engage in real-time contact with customers may modify production timelines, handle order variations, and meet delivery dates, thereby enhancing dependability and customer satisfaction [40].

From a theoretical standpoint, integration corresponds with contingency theory, which asserts that organizational procedures should be customized to environmental variables for maximum performance [41]. In Bangladesh, environmental unpredictability spanning infrastructural issues to market fluctuations demands significant integration to guarantee responsiveness and coherence across the supply chain. The practical upshot is that integration serves as a structural mechanism that boosts efficiency and bolsters the firm's capacity to adopt resilience measures successfully.

4.3 Interplay Between Resilience and Integration

A key finding from this analysis is the reciprocal link between resilience and integration. Resilience allows organizations to endure and recuperate from disturbances, whereas integration offers the relational and structural frameworks essential for the efficient implementation of resilience methods [30]. Visibility and information exchange, critical aspects of integration and resilience, enable organizations to foresee dangers and proactively execute contingency plans. In Bangladesh, integrated information systems enable the early identification of possible supply interruptions, allowing for prompt remedial measures [22].

Collaborative risk management is a domain where resilience and integration intersect. The assessment emphasized that companies with cohesive supplier and customer networks are more adept at coordinating responses during crises. Trust and collaboration, cultivated via integration, enhance the efficacy of resilience strategies like backup sources, adaptable manufacturing, and swift recovery. In contrast, resilient companies that exhibit persistent recovery from disturbances enhance confidence among partners, fostering greater integration over time. This interaction indicates that resilience and integration are to be seen not as separate skills but as interrelated

structures that together enhance supply chain efficiency. This conclusion is corroborated by relational theory, which asserts that trust, commitment, and collaboration among partners are fundamental to attaining higher performance results [42]. In Bangladesh, where FMCG firms engage in both local and global networks, resilience and integration enable collaborative problem-solving, knowledge sharing, and joint risk mitigation essential components for maintaining competitiveness in volatile markets.

4.4 Implications for Supply Chain Performance

The findings indicate that the interplay between resilience and integration significantly improves several aspects of supply chain performance. Cost savings, delivery dependability, flexibility, creativity, and customer pleasure were recognized as key results. Cost efficiency arises from integration-driven coordination that minimizes operational redundancies, with resilience methods like proactive risk management that avert expensive interruptions [43]. The dependability of delivery is enhanced by resilient supply chains' capacity to swiftly recover from interruptions and the coordination of interconnected networks to guarantee punctual deliveries.

Flexibility serves as a crucial performance metric in unstable environments, with robust and cohesive supply chains adept at modifying production timelines, finding alternatives, and adapting to fluctuating demand trends [44]. Innovation is enabled by information exchange and cooperation driven by integration, allowing organizations to adopt new technology, enhance processes, and create product innovations. Resilience guarantees that these inventions retain efficacy under unpredictable circumstances, offering a durable competitive advantage. Ultimately, customer satisfaction is improved by the synergistic impact of resilience and integration, enabling enterprises to provide consistent quality, adhere to deadlines, and address buyer-specific needs, thus strengthening long-term commercial ties [45].

4.5 Contextual Considerations for Bangladesh

The industrial industry in Bangladesh has distinct problems that underscore the need of resilience and integration. Infrastructural limitations, like port congestion, energy deficits, and inadequate transportation networks, generate systemic hazards that need adaptive capacities and coordinated planning [46]. Climate-induced disturbances, such as seasonal floods and cyclones, demand robust tactics and cohesive contingency planning. Moreover, socio-political risks and labor-related

challenges need that enterprises develop strong networks with suppliers and consumers to ensure performance consistency [47]. The results indicate that overcoming these contextual difficulties may be achieved via the concurrent enhancement of resilience and integration skills, which together provide a strategic basis for enduring success in Bangladesh's FMCG industry.

4.6 Theoretical and Managerial Implications

The article theoretically substantiates the relevance of the resource-based approach, contingency theory, and relational views to supply chain management in developing economies. Resilience and integration are strategic resources that are difficult to replicate, contextually relevant, and capable of producing durable performance results [1]. Contingency theory underscores the need of aligning these capacities with environmental unpredictability, which is especially pronounced in Bangladesh [22]. Relational approaches emphasize the significance of trust and collaboration, supported by integration and bolstered by resilience, in attaining optimal supply chain results [1].

From a management perspective, the results indicate that FMCG enterprises in Bangladesh must prioritize investments in integrated information systems, adaptable production technology, and collaborative networks with suppliers and customers. Formulating contingency plans, sustaining strategic redundancies, and cultivating adaptable capacities are all equally vital. Companies that proactively incorporate resilience and integration into their supply chains are likely to attain improved performance, sustain competitiveness in global marketplaces, and diminish susceptibility to disturbances.

The discourse highlights that supply chain resilience and integration are interdependent qualities that together enhance supply chain performance in Bangladesh's manufacturing industry. Resilience allows companies to adjust, withstand disruptions, and recuperate, while integration promotes coordination, cooperation, and transparency among supply chain partners [48]. Collectively, these competencies enhance cost efficiency, delivery dependability, adaptability, creativity, and customer happiness. The contextual problems in Bangladesh, including infrastructure deficiencies and climatic threats, underscore the need of these talents. Theoretical and managerial implications affirm that resilience and integration are essential operational requirements and strategic prerequisites for maintaining competitiveness and guaranteeing long-term success.

5. Conclusion

This research has examined and consolidated the current literature on supply chain resilience, supply chain integration, and their combined effect on supply chain performance, specifically on FMCG firms in Bangladesh. This review's results indicate that supply chain integration has been recognized as a vital facilitator of efficiency and responsiveness. Integration offers the structural and relational frameworks that facilitate the successful enactment of resilience, demonstrating the mutually reinforcing connection between these two concepts. The interaction between resilience and integration highlights their strategic importance. Integrated supply chains provide the visibility, coordination, and trust essential for executing resilience plans, while resilient enterprises bolster partner confidence, facilitating more integration. This cyclical connection improves several aspects of supply chain performance, such as cost effectiveness, delivery dependability, flexibility, innovation, and customer happiness.

The assessment emphasized that, within the Bangladeshi context, the synergistic impact of resilience and integration is especially vital due to the nation's distinct vulnerabilities, including infrastructure constraints, climatic threats, and socio-political instabilities. The research theoretically underscores the significance of the resource-based view, contingency theory, and relational views in comprehending supply chain performance. Resilience and integration may be seen as strategic assets that are valuable, scarce, and difficult to replicate, offering enduring competitive advantage. Contingency theory underscores the need of aligning skills with environmental uncertainties, while relational views accentuate the importance of trust and cooperation in improving performance results. These theoretical foundations provide a robust framework for comprehending the interaction of supply chain skills and their impact on performance, especially in developing economies such as Bangladesh.

The research offers strategic insights for managers, politicians, and industry stakeholders. Managers may enhance resilience and performance by investing in integrated digital systems, adaptable manufacturing technology, and collaborative networks with suppliers and customers. Policymakers may improve the efficacy of national supply chains by easing infrastructural development, boosting technology adoption, and supporting joint industry activities. These interventions enhance firm-level performance and also foster national economic growth, employment stability, and sustainable industrial development.

Findings of the study highlights the vital role played by supply chain resilience and integration to improve the performance outcomes in the FMCG firms in Bangladesh. Resilience offers the ability to endure disturbances, while integration facilitates coordination, information exchange, and collaborative decision-making. The synergistic impact of these competencies enhances operational efficiency, adaptability, creativity, and customer happiness, enabling organizations to maintain competitiveness in a turbulent and complex business landscape. Consequently, cultivating and fostering resilience and integration should be seen as a strategic imperative for consumer goods manufacturing companies in Bangladesh aiming for sustained development and enduring success.

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