

The State of Supply Chain Resilience 2026

How Manufacturers Are Building More Resilient Supply Chains

Research and analysis from Supply Technologies



Contents

- 4** Introduction
- 5** Research Methodology
- 6** Supply Chain Resilience Has Entered a New Era
- 8** The New Risk Landscape
- 10** How Manufacturers Are Responding
- 12** The Resilience Gap: Protection vs. Adaptability
- 14** The Evolving Role of Supply Chain Partners
- 16** From Reaction to Resilience
- 18** Conclusion – The Future of Supply Chain Resilience
- 19** About Supply Technologies

Foreword

When people talk about supply chain resilience today, the conversation often begins with **disruption**.

Tariffs, geopolitical uncertainty, material shortages, transportation delays and cyber threats. Those challenges are real, but after many years working alongside manufacturers across a wide range of industries, I've come to believe that resilience isn't something that begins when disruption strikes. It begins long before that, through the decisions organizations make every day.

The strongest supply chains are rarely those reacting fastest when something goes wrong. More often, they are the ones that have invested time in understanding where risk exists, strengthening supplier relationships, improving visibility and creating options before those options are ever needed.

That preparation can take many forms. It may mean carrying the right inventory, improving forecasting or reducing dependency on a particular region. Increasingly, it also means identifying alternative sources of supply and ensuring those alternatives have been properly assessed and qualified before circumstances require them.

A second supplier only creates genuine flexibility if it can deliver the required product, quality and capacity when needed. Establishing that capability takes time, technical knowledge and strong supplier relationships. It is not something manufacturers want to begin when production is already at risk.

This represents a significant change in thinking. Over the past five years, continuity of supply has evolved from being largely a procurement concern to becoming a broader business priority. Decisions around sourcing, engineering, inventory,

forecasting and supplier strategy are increasingly being made with greater consideration of risk and adaptability.

That changing environment prompted us to commission this research. We wanted to move beyond assumptions and hear directly from manufacturers about the challenges they expect to face, how they are preparing for them and what they increasingly expect from their supply chain partners.

What we found is encouraging. **Manufacturers are investing in new capabilities and thinking more strategically about continuity.** At the same time, the findings reinforce that there is no single answer. Inventory, supplier diversification, visibility, forecasting, engineering support and qualified alternative sources each address different areas of risk. Their greatest value comes from how effectively they work together.

At Supply Technologies, we have the privilege of working with manufacturers every day to solve complex supply chain challenges. That experience has taught us that every organization is different, but the most successful share one characteristic: they prepare before they need to react.

My hope is that this report contributes to the wider conversation about what effective supply chain risk management looks like today and provides useful insight into how manufacturers can create greater flexibility and maintain continuity in an increasingly uncertain operating environment.



Brian Norris
President
Supply Technologies

Introduction



Supply chains have always evolved in response to changing economic conditions, geopolitical events and advances in technology. Over the past five years, however, the pace and frequency of disruption have fundamentally changed how manufacturers think about continuity of supply. What was once viewed primarily as contingency planning has become a strategic business priority, influencing sourcing decisions, supplier relationships, inventory strategies and long-term investment.



Against this backdrop, Supply Technologies commissioned the **State of Supply Chain Resilience 2026** study to better understand how manufacturers are responding to today's increasingly complex operating environment. The research explores the risks organizations believe will have the greatest impact over the next 12 months, the strategies they are implementing to reduce their exposure and the capabilities they now expect from supply chain partners.

The findings are based on responses from 50 senior manufacturing professionals across the United States and 11 additional countries. Importantly, respondents represent organizations with genuine purchasing authority. Nine out of ten are either final decision-makers or have significant influence over supplier selection and sourcing decisions, while participants work across operations, supply chain, engineering and procurement functions.

Rather than attempting to predict the next disruption, this report examines how manufacturers are adapting to an environment where disruption has become an expected operating condition. It considers how organizations are balancing efficiency with continuity, creating greater sourcing flexibility and putting options in place before they are needed. That includes the growing importance of supplier diversification and dual sourcing. Identifying an alternative source is only the first step. For that source to provide genuine protection, it must be assessed, technically evaluated and qualified before circumstances require it. Alongside inventory strategy, forecasting, visibility and engineering expertise, qualified alternative sources can give manufacturers greater flexibility to respond when conditions change.

Technology is also expanding the tools available to support these decisions. Greater access to supply chain data, advanced analytics and emerging artificial intelligence capabilities can improve visibility, support forecasting and help

organizations identify potential risks earlier. Their value, however, lies not simply in the technology itself, but in how effectively the insight it provides supports better-informed sourcing and supply chain decisions.

Throughout the chapters that follow, the survey findings are presented alongside analysis of the broader trends shaping global manufacturing. Drawing on Supply Technologies' experience supporting manufacturers through engineering expertise, supplier qualification, laboratory testing and global supply chain management, the report also considers what these findings may mean for organizations seeking to maintain continuity while adapting to a changing risk landscape.

The research points to a clear shift in mindset. **Manufacturers no longer need convincing that resilience matters; the challenge is understanding what genuinely creates it.**

That question sits at the heart of this report.

Research Methodology

About the Research

The **State of Supply Chain Resilience 2026** study was commissioned by Supply Technologies to better understand how manufacturers are responding to an increasingly complex supply chain environment.

The research was conducted among **50 senior manufacturing professionals** representing organizations across the **United States and 11 additional countries**. Respondents work across operations, supply chain, procurement and engineering functions, with **90% either making final purchasing decisions or significantly influencing supplier selection and sourcing strategy**.

Rather than focusing on a single industry or disruption event, the survey explored five broad themes:

- The supply chain risks manufacturers expect to face over the next 12 months.
- How organizations are adapting their sourcing and supply chain strategies.
- The investments being made to improve continuity and flexibility.
- The capabilities manufacturers now value most from supply chain partners.
- The future direction of supply chain resilience.

Together, these findings provide a snapshot of how manufacturers are adapting to an operating environment where disruption has become an expected part of doing business.

Supply Chain Resilience Has Entered a New Era

Supply chain disruption is no longer treated as an occasional crisis. For most manufacturers, it has become a permanent feature of the operating environment.

AT A GLANCE

Resilience Has Become a Strategic Business Priority

82%

are concerned about supply chain disruption over the next 12 months.

94%

say supply chain resilience is a higher business priority than it was five years ago.

80%

rate their organization's supply chain resilience at 7 out of 10 or higher.

Over the past five years, the conversation around supply chains has fundamentally changed. Once viewed primarily through the lens of cost efficiency and operational performance, resilience has become a strategic business priority that influences sourcing decisions, inventory strategies, supplier relationships and long-term investment.

The survey findings indicate this shift is now firmly embedded across the manufacturing sector. Concern about future disruption remains high, yet manufacturers also report considerable confidence in their ability to manage it. Taken together, these findings suggest organizations no longer view disruption as an exceptional event or temporary challenge. Instead, they increasingly regard it as an expected operating condition that must be considered as part of everyday business decisions.

Manufacturers no longer need convincing that resilience matters; the challenge is understanding what genuinely creates it.

At first glance, the findings appear to present a contradiction. Four out of five respondents rate their organization's supply chain resilience at 7 out of 10 or higher, yet more than eight in ten remain concerned about disruption over the coming year. Rather than conflicting, these findings reflect the reality of modern manufacturing. Organizations increasingly accept that disruption is inevitable, while also believing they are better prepared to respond than they were in the past.

That distinction is important. Confidence in the ability to respond does not remove exposure to risk. Tariffs can change, transportation routes can be interrupted, materials can become scarce and suppliers can experience operational or capacity issues. What manufacturers can influence is the level of preparation already in place when those events occur.

Increasingly, that preparation extends beyond carrying additional inventory or identifying more suppliers. Maintaining continuity requires manufacturers to understand where dependencies exist, improve visibility across their supply chains and develop sourcing options that can be activated when circumstances change. Where alternative sources form part of that strategy, their value depends not simply on their availability, but on whether they have been assessed and qualified before they are needed.

Technology is also becoming an important enabler of that preparation. Better use of supply chain data, analytics and emerging AI capabilities can help organizations improve forecasting, identify potential risks earlier and support faster,

better-informed decisions. Technology does not remove uncertainty, but it can improve the information available when manufacturers need to respond.

This points to a broader evolution in how supply chain resilience is understood. It is becoming less about recovering after disruption and more about developing the visibility, flexibility and qualified options required to maintain continuity while conditions change.

As the following chapters explore, that shift is influencing how manufacturers assess risk, where they invest and what they increasingly expect from their supply chain partners.

Supply Technologies' Perspective

From Supply Technologies' experience, manufacturers have become significantly more focused on preparation and continuity over the past five years. Cost, quality and efficiency remain fundamental, but sourcing decisions increasingly need to consider where dependencies exist and what options are available if circumstances change.

This is particularly important when considering supplier diversification and dual sourcing. A second supplier does not automatically provide a viable alternative. For dual sourcing to strengthen continuity, the alternative source needs

to be assessed and qualified against the required technical, quality and production standards before it is needed.

That same principle applies more broadly across the supply chain. Inventory, visibility, forecasting, engineering expertise and sourcing flexibility all contribute in different ways, but their value lies in giving manufacturers more options and better information when conditions change.

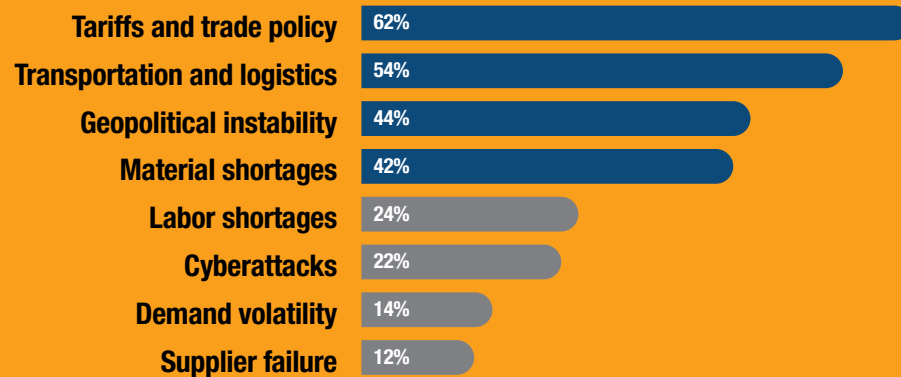
The objective is not to remove uncertainty from the supply chain. It is to be better prepared to operate through it.

The New Risk Landscape

Manufacturers are no longer preparing for a single source of disruption. They are operating in an environment where multiple, interconnected risks have become a permanent feature of the global supply chain.

AT A GLANCE

The Top Supply Chain Risks Facing Manufacturers Over The Next 12 Months



Today's biggest supply chain risks are increasingly interconnected and often originate outside manufacturers' direct control.

Manufacturers have accepted that supply chain disruption is now an expected part of doing business. The next question is understanding where that disruption is most likely to originate and how exposed their operations may be when it occurs.

The findings suggest organizations are no longer preparing for isolated events. Instead, they are operating in an environment where multiple risks can emerge simultaneously, often reinforcing one another and creating challenges that extend well beyond the traditional boundaries of procurement.

Tariffs and trade policy emerged as the most significant concern, cited by **62%** of respondents. Transportation and logistics ranked second at **54%**, followed by geopolitical instability at **44%** and material shortages at **42%**. Secondary concerns included labor shortages, cyberattacks, demand volatility and supplier failure.

One of the most notable findings is that tariffs and trade policy now rank ahead of geopolitical instability. While geopolitical events continue to shape global markets, manufacturers appear increasingly focused on their practical commercial consequences, including changing tariff structures, sourcing costs and the long-term implications for where and from whom products are sourced.

The research also reinforces an important point: **supply chain risks rarely exist in isolation.** A change in trade policy may make an established source less competitive, requiring an organization to consider suppliers in different regions. That decision can introduce new transportation requirements, lead times, quality considerations and supplier qualification needs. Similarly, geopolitical developments can affect material availability, manufacturing capacity and logistics networks at the same time.

This interconnected risk landscape places greater emphasis on understanding dependencies across the supply chain. Reliance on a single supplier, manufacturing region, transportation route or source of critical material can create vulnerabilities that may only become apparent when circumstances change.

Supplier diversification and dual sourcing can help reduce that dependency, but only where alternatives provide genuine sourcing options. Identifying another supplier is not the same as having a qualified alternative ready to support production. Technical requirements need to be understood, manufacturing capability assessed and quality standards validated before an alternative source can provide meaningful continuity.

Visibility is equally important. Manufacturers need accurate information about suppliers, inventory, demand and logistics to understand where vulnerabilities exist and how emerging events may affect their operations. Increasingly, analytics and AI can support that process by helping organizations identify patterns, model potential impacts and evaluate sourcing scenarios more quickly.

The challenge, therefore, is not to predict which individual risk will cause the next disruption. It is to understand where exposure exists and put the information, sourcing options and operational flexibility in place to respond as conditions change.

Supply Technologies' Perspective

From Supply Technologies' experience, one of the biggest changes in recent years has been the growing influence of external risks that manufacturers cannot control directly. The survey findings reinforce that observation, with many of today's biggest supply chain challenges stemming from changing trade policy, geopolitical developments, transportation constraints and material availability.

Organizations cannot eliminate these risks, but they can reduce their exposure by understanding where vulnerabilities exist and creating options before they are needed. Supplier diversification and dual sourcing can reduce dependency on a single supplier or region, but simply identifying an

alternative source is not enough. That source must be assessed and qualified to ensure it can meet the required technical, quality and production standards when needed.

Combined with greater visibility and flexibility in logistics strategies, having qualified alternative sources in place enables manufacturers to respond more effectively when external conditions change.

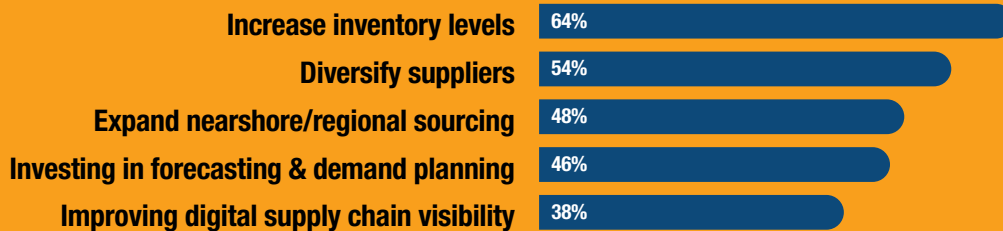
The objective is not to predict every disruption. It is to put the capabilities and options in place to adapt to whatever disruption comes next.

How Manufacturers Are Responding

Manufacturers are responding to a more complex risk landscape by investing across multiple areas of their supply chains, combining physical protection with greater sourcing flexibility, visibility and planning capability.

AT A GLANCE

How Manufacturers Are Strengthening Supply Chain Resilience



Manufacturers are combining protection, sourcing flexibility and better information to reduce exposure and improve continuity.

The findings demonstrate that manufacturers are responding to uncertainty through a combination of established risk-management strategies and investments designed to improve their ability to anticipate and adapt to changing conditions.

Increasing inventory remains the most common response, cited by almost two-thirds of respondents. That is understandable. Additional inventory can provide an immediate buffer against delayed shipments, material shortages or temporary interruptions in supply, helping manufacturers protect production while an issue is resolved.

However, inventory alone cannot address every form of disruption. It can provide time, but it does not necessarily reduce dependency on the supplier, region or transportation route responsible for the underlying exposure.

That helps explain the strong focus on supplier diversification, cited by 54% of respondents, and the expansion of nearshore and regional sourcing, identified by 48%. Both strategies

can reduce concentration risk and provide manufacturers with greater flexibility when established supply arrangements are affected.

The distinction between supplier diversification and effective dual sourcing, however, is important.

Adding another supplier to a sourcing network may reduce dependency on paper, but it only creates a practical alternative if that supplier can manufacture the required component to the necessary technical, quality and production standards. Effective dual sourcing therefore requires potential alternatives to be identified, assessed and qualified before they are needed.

This is particularly important for engineered components. Moving production from one source to another may require technical evaluation, product testing, quality validation and customer approval. Those processes take time. If they begin only after the primary source has been disrupted, the manufacturer may still face a significant interruption to supply.

The survey also shows manufacturers investing in capabilities that improve planning and decision-making. Almost half of respondents are strengthening forecasting and demand planning, **while 38% are improving digital supply chain visibility.**

These investments play a different role from inventory or supplier diversification. Rather than providing physical protection, better forecasting and visibility can help manufacturers understand demand, identify emerging issues and make more informed decisions before those issues affect production.

Advances in analytics and artificial intelligence are extending that capability further. AI can help organizations analyze larger volumes of supply chain data, identify patterns and anomalies, improve demand forecasting and support scenario planning. Used effectively, these tools can help decision-makers identify potential risks earlier and assess alternative responses more quickly.

Their value, however, depends on the quality of the underlying data and the decisions that follow. Technology can identify a potential sourcing issue or model the impact of changing demand, but maintaining continuity still depends on having practical options available — whether through inventory, qualified alternative suppliers, flexible logistics or other contingency plans.

Taken together, the findings show manufacturers are moving toward a more layered approach to supply chain risk. Inventory provides protection, supplier diversification and dual sourcing can reduce dependency, while forecasting, visibility and analytics improve the ability to anticipate and respond to change.

The greatest value comes when those capabilities work together.

Supply Technologies' Perspective

From Supply Technologies' experience, manufacturers achieve the greatest value when different risk-management strategies are designed to work together rather than independently. The survey findings reinforce this approach, showing organizations combining inventory strategies, supplier diversification, forecasting and improved visibility to strengthen continuity and reduce operational risk.

Dual sourcing provides a good example of why integration matters. A manufacturer may identify an alternative supplier, but that option has limited value until the supplier and component have been properly evaluated and qualified.

Engineering expertise, laboratory testing and quality assurance can therefore be as important to an effective dual-sourcing strategy as identifying the alternative source itself.

Once qualified alternatives are in place, inventory, forecasting and visibility can help determine when and how those sources should be used. Data analytics and emerging AI capabilities can further support that decision-making by helping organizations identify changing demand patterns and potential supply risks earlier.

The result is not simply a larger supplier base. It is a supply chain with qualified options that can be activated when circumstances change.

The Resilience Gap: Protection vs. Adaptability

Manufacturers are investing significantly in protecting their supply chains, but the research suggests long-term continuity depends equally on building the capability to adapt when circumstances change.

AT A GLANCE

The research shows:

80%

rate their organization's supply chain resilience at 7 out of 10 or higher.

82%

remain concerned about supply chain disruption over the next 12 months.

Manufacturers are investing across inventory, supplier diversification, forecasting and visibility to strengthen their ability to maintain continuity.

Protection and Adaptability: Two Sides of Supply Chain Resilience

Protection

- Increased inventory
- Broader supplier base
- Regional sourcing
- Safety stock
- Contingency planning

+ Adaptability

- Supply chain visibility
- Qualified alternative suppliers
- Flexible sourcing strategies
- Forecasting & demand planning
- Analytics & AI-enabled insight

= Continuity of Supply

Protection provides time. Adaptability provides options. Together, they help manufacturers maintain continuity.

The survey findings paint an encouraging picture. Manufacturers recognize the importance of preparing for disruption, are actively investing in new capabilities and express considerable confidence in their ability to navigate future challenges.

At the same time, concern about disruption remains consistently high. Rather than representing a contradiction, these findings suggest manufacturers have accepted that disruption is no longer an occasional event but a permanent feature of the operating environment.

This raises an important question: **What does genuine resilience actually look like?**

The research suggests manufacturers are approaching the challenge through a

combination of operational and strategic initiatives. Inventory levels are increasing, supplier networks are being diversified, regional sourcing is expanding, and organizations are investing in better forecasting and supply chain visibility.

However, it is useful to distinguish between measures that primarily provide protection and those that increase adaptability.

Protection-focused initiatives help organizations withstand the immediate effects of disruption. Additional inventory can provide a buffer against short-term shortages or transportation delays, while a broader supplier network can reduce reliance on a single source.

Adaptability goes further. It is the ability to respond effectively when established supply arrangements no longer work as expected. Greater visibility, stronger forecasting and data analytics can provide earlier warning and better information, while flexible logistics and qualified alternative sources give manufacturers practical options when circumstances change.

This distinction is particularly important when considering dual sourcing. Having two suppliers may appear to reduce dependency, but the second source only provides genuine adaptability if it is capable of supporting production. That means understanding its manufacturing capability and ensuring the component has been technically evaluated, tested where necessary and qualified against the required standards before it is needed.

The same principle applies to technology.

Analytics and AI can help manufacturers interpret supply chain data, identify emerging patterns and evaluate potential scenarios more quickly. Their contribution to adaptability comes from enabling earlier, better-informed decisions while there is still time to act.

Protection and adaptability are not competing strategies. They perform different but complementary roles. Inventory can provide the time needed to respond to an interruption; visibility can help identify where action is required; and qualified alternative sources can provide somewhere to turn if the established source can no longer meet requirements.

The strongest supply chains combine both.

Rather than relying on any single measure, manufacturers can build greater continuity by understanding where vulnerabilities exist and putting multiple response options in place. The objective is not simply to withstand disruption, but to retain the ability to make effective decisions and adapt while it is happening.

Viewed through this lens, the resilience gap is not necessarily the difference between organizations that are prepared and those that are not. It is the difference between being protected against disruption and being prepared to adapt to it.

Supply Technologies' Perspective

From Supply Technologies' experience, protection and adaptability are most effective when they are considered together. Inventory, supplier diversification and regional sourcing can reduce immediate exposure, but long-term continuity also depends on having the information, expertise and qualified options required to respond when conditions change.

Dual sourcing illustrates that distinction clearly. A secondary source may provide theoretical protection against supplier dependency, but it becomes a practical option only when its capability has been assessed and the component

has been qualified to the required technical and quality standards.

This preparation takes place before disruption occurs. Supplier qualification, engineering support and laboratory testing can establish whether an alternative source is genuinely viable, while visibility, forecasting and analytics help manufacturers understand when those alternatives may need to be activated.

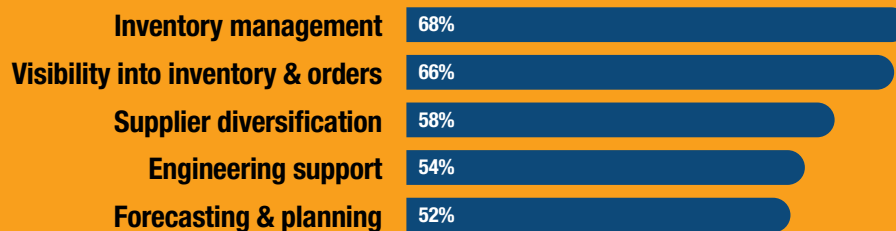
The result is not simply protection against a known risk. It is the ability to adapt when the nature or source of disruption cannot be predicted.

The Evolving Role of Supply Chain Partners

As supply chains become more complex, manufacturers increasingly value partners that contribute expertise, visibility and sourcing flexibility alongside reliable product supply.

AT A GLANCE

What Manufacturers Value Most in a Supply Chain Partner



Manufacturers increasingly value partners that contribute operational, technical and decision-making capabilities alongside product supply.

Throughout this report, the findings have demonstrated that maintaining continuity depends on multiple capabilities working together. Inventory provides protection against short-term disruption, while visibility, forecasting and analytics improve decision-making. Supplier diversification and qualified alternative sources create sourcing flexibility, supported by the engineering and quality expertise needed to ensure those alternatives are viable.

The research suggests manufacturers increasingly expect their supply chain partners to contribute across those same areas.

Inventory management remains the most valued capability, cited by 68% of respondents, closely followed by visibility into inventory and orders at 66%. However, the breadth of the remaining

responses is equally significant. More than half identified supplier diversification, engineering support, and forecasting and planning support as valuable capabilities, while logistics expertise and data analytics also featured prominently.

Taken together, these findings suggest the role of the supply chain partner is becoming broader. Product quality, availability, cost competitiveness and reliable delivery remain fundamental, but manufacturers increasingly value expertise that can help them understand dependencies, anticipate potential issues and create practical options when established supply arrangements are affected.

Supplier diversification provides a clear example. Access to a broader supplier network can help manufacturers reduce dependency on a particular source or geography, but the value of that network depends on the expertise behind it. Potential suppliers need to be assessed, components may require technical evaluation and testing, and alternative sources must meet the necessary quality and production requirements before they can provide genuine continuity.

This helps explain why engineering support ranks alongside supplier diversification among the capabilities manufacturers value from supply chain partners. The two are closely connected. Finding another potential source is a sourcing activity; establishing whether it represents a viable alternative can require engineering, quality and technical expertise.

Visibility, forecasting and analytics perform a similarly interconnected role. Access to accurate

inventory, order and demand information can help organizations identify emerging issues earlier, while advanced analytics and AI can support the interpretation of that information, identify patterns and improve scenario planning. The value lies in translating greater visibility into better decisions and, where necessary, earlier action.

The findings therefore point toward a more collaborative relationship between manufacturers and their supply chain partners. Rather than individual capabilities being delivered independently, greater value can be created when inventory management, sourcing expertise, engineering support, visibility, forecasting and logistics work together around a common objective: maintaining continuity while reducing the complexity manufacturers need to manage themselves.

Supply Technologies' Perspective

From Supply Technologies' experience, the role of a supply chain partner has evolved significantly. Manufacturers increasingly expect partners not only to deliver components reliably, but also to contribute the expertise and capabilities that help identify risk, reduce dependency and maintain continuity when conditions change.

That requires more than access to a large supplier network. It requires an understanding of the component, its application and technical requirements, together with the ability to assess suppliers and qualify alternative sources. Engineering expertise, laboratory testing and quality assurance can help establish whether an

alternative is genuinely capable of supporting production before it is needed.

Technology and data add another dimension. Visibility into inventory and demand, combined with forecasting, analytics and tools such as Total Supply Management™, can support earlier identification of potential issues and better-informed decisions about inventory and sourcing.

The greatest value comes when these capabilities work together. Inventory can protect production, visibility can identify emerging risks, engineering expertise can validate alternatives, and supplier diversification and dual sourcing can provide qualified options when circumstances change.

From Reaction to Resilience

The research points to a clear conclusion: resilient supply chains are not created when disruption occurs. They are built through the decisions manufacturers make long before disruption begins.

AT A GLANCE

The research suggests the strongest supply chains:

- Treat disruption as an expected operating condition.
- Combine protection with the ability to adapt.
- Create qualified sourcing options before they are needed.
- Use visibility and insight to support earlier, better-informed decisions.

Throughout this report, the research has highlighted a fundamental shift in how manufacturers approach supply chain risk. Organizations increasingly recognize that disruption cannot always be predicted or prevented, but its impact can be reduced through better preparation.

That preparation is taking multiple forms. Manufacturers are reviewing inventory strategies, diversifying supplier networks, improving forecasting and visibility, and creating greater sourcing flexibility. At the same time, they increasingly value partners that contribute the engineering, technical and supply chain expertise needed to turn those strategies into practical options.

The findings also demonstrate why no single initiative provides the answer. Inventory can protect production during a temporary interruption, but it cannot remove the underlying dependency. Visibility can identify an emerging issue, but information alone does not provide an

alternative source. Supplier diversification can broaden the supply base, but an alternative only becomes a practical option when it has been properly assessed and qualified.

The strongest approach is therefore not built around one capability, but around how those capabilities work together.

This is where the distinction between protection and adaptability becomes important. Protection helps manufacturers absorb disruption. Adaptability gives them options when established arrangements no longer work as expected. Together, they enable organizations to maintain continuity while circumstances change.

For manufacturers, this changes the purpose of supply chain risk management. The objective is not to predict every tariff change, geopolitical event, transportation constraint, material shortage or supplier issue. Nor is it possible to eliminate every vulnerability.

The objective is to understand where dependencies exist and prepare viable alternatives before they are needed.

That principle is particularly relevant to dual sourcing. The value of a second source is not simply that another supplier exists, but that manufacturers know it can support production if circumstances require it. Qualification, engineering evaluation and quality assurance carried out in advance turn an alternative supplier into a genuine sourcing option.

Ultimately, the research suggests that the organizations best prepared for an uncertain operating environment will not necessarily be those that experience the fewest disruptions. They will be those with the visibility to recognize change, the expertise to make informed decisions and the qualified options needed to adapt while maintaining continuity.

Resilience is proactive.



*Protection provides time.
Adaptability provides options.
Together, they help manufacturers
maintain continuity.*

Conclusion

The Future of Supply Chain Resilience

The findings of the State of Supply Chain Resilience 2026 suggest manufacturers have entered a new phase in how they manage supply chain risk.

Disruption is no longer viewed simply as an event to recover from. Manufacturers increasingly recognize that tariffs, geopolitical developments, transportation constraints, material shortages and supplier issues will continue to create uncertainty. The challenge is therefore not to eliminate disruption, but to build supply chains capable of operating through it.

That requires a broader approach to continuity. Inventory will remain important, but protection alone is not enough. Manufacturers also need the visibility to identify emerging issues, the data and insight to make informed decisions, and the sourcing flexibility to respond when established arrangements are affected.

Technology will continue to strengthen those capabilities. Better data, advanced analytics and AI have the potential to improve forecasting, identify patterns and emerging risks, and support faster evaluation of potential responses. Their greatest value, however, will come from combining that intelligence with the practical capabilities required to act on it.

Supplier strategy will be equally important. As manufacturers seek to reduce dependency on individual suppliers, regions or transportation

routes, diversification and dual sourcing are likely to become increasingly significant. **But the value of those strategies will depend on the work undertaken before disruption occurs:** identifying potential alternatives, assessing capability, completing engineering and quality validation, and establishing qualified sources that can support production when required.

The research also suggests this changing environment will continue to reshape relationships between manufacturers and their supply chain partners. Increasingly, value will come not simply from supplying components, but from contributing the inventory management, visibility, engineering expertise, forecasting, sourcing capability and technical knowledge that help manufacturers maintain continuity.

No organization can know where the next disruption will originate. What manufacturers can determine is how prepared they will be when it arrives.

The future of supply chain resilience will therefore be defined less by the ability to predict disruption and more by the ability to adapt to it, with the insight, expertise and qualified options already in place to respond.

About Supply Technologies

Supply Technologies, a business of Park-Ohio Holdings Corp., delivers comprehensive supply chain management programs for fasteners and assembly components.

Through engineered solutions, global sourcing, and point-of-use logistics, the company helps OEMs reduce cost, increase efficiency, and maintain uninterrupted production.

Supply Technologies operates within ParkOhio's global network of businesses committed to innovation, operational excellence, and customer success.



6065 Parkland Blvd,
Cleveland, OH 44124

440.947.2100

info@supplytechnologies.com
supplytechnologies.com