

Bukti Korespondensi

Artikel Jurnal Sinta 2

Judul Artikel:

Supply chain viability as a driver of FMCG reconfiguration post-disruption: A regional comparison

Jurnal: **Journal Industrial Services**, vol. 11, no. 2, October 2025

<http://dx.doi.org/10.62870/jiss.v11i2.35355>

Perihal	Tanggal
1. Bukti submission artikel	13 Agustus 2025
2. Bukti peer review dan proses review	2 Januari 2026
3. Bukti submit revisi	3 Januari 2026
4. Bukti Accept Submission	24 Januari 2026
5. Editing: copyediting, layout, proofreading	25 Januari 2026

Bukti submission artikel

The screenshot shows the Journal Industrial Services (JISS) website. The header features the JISS logo, the journal title "Journal Industrial Services" in large blue letters, and the journal homepage URL "http://jurnal.untirta.ac.id/index.php/jiss". The header also includes the eISSN "2461-0631". The navigation menu includes links for HOME, ABOUT, USER HOME, CATEGORIES, SEARCH, CURRENT, ARCHIVES, ANNOUNCEMENTS, and IN PRESS. The main content area shows the submission details for a paper with ID #35355. The submission summary includes the following information:

Authors	Sherlywati Sherlywati, Eliot Simangunsong, Fathony Rahman, Hesti Maheswari
Title	Supply chain viability as a driver of FMCG reconfiguration post-disruption: A regional comparison
Original file	35355-93694-1-5M.DOCX 2025-08-11
Supp. files	None
Submitter	Sherlywati Sherlywati
Date submitted	August 13, 2025 - 10:59 AM
Section	Articles
Editor	Bobby Kurniawan Akbar Gunawan, ST., MT (Review)
Abstract Views	0

Below the submission summary, there are tabs for SUMMARY (highlighted in orange), REVIEW, and EDITING. The right sidebar contains sections for USER (logged in as sher04, with links to My Journals, My Profile, and Log Out), MENU (with links to Editorial Team, Reviewers, Focus and Scope, Peer Review Process, Open Access Policy, Author Guidelines, Copyright Notice, Crossmark Policy, and In Press), and REVIEW INSTRUCTIONS.

Bukti peer review discussion dan proses review

The screenshot shows the Journal Industrial Services (JISS) website. At the top, there is a logo for JISS, the journal title 'Journal Industrial Services' in large blue letters, and an eISSN number '2461-0631'. Below the title, the journal homepage URL is provided: <http://jurnal.untirta.ac.id/index.php/jiss>. The navigation menu includes links for HOME, ABOUT, USER HOME, CATEGORIES, SEARCH, CURRENT, ARCHIVES, ANNOUNCEMENTS, and IN PRESS. On the left, a breadcrumb navigation shows the path: Home > User > Author > Submissions > #35355 > Review. The main content area displays the submission details for review #35355. It includes sections for Submission (with authors, title, section, and editor information), Peer Review (with Round 1 details), and Editor Decision (with various version logs and file upload fields). On the right, there are user and menu sections, including a log-in status for 'sher04', a menu with links to Editorial Team, Reviewers, Focus and Scope, Peer Review Process, Open Access Policy, Author Guidelines, Copyright Notice, Crossmark Policy, and In Press, and sections for Review Instructions and Submission Instructions.

The screenshot shows an email from the journal JISS regarding the editor's decision on a submission. The email is from 'Bobby Kurniawan <jurnaluntirta2025@gmail.com>' and is addressed to 'Sherlywati'. The email body starts with a greeting and states that a decision has been reached regarding the submission. It highlights that the manuscript requires substantial revisions. The email concludes with an invitation for the author to address the concerns and resubmit the revised manuscript. The email includes standard email controls (smiley face, back, forward, reply, etc.) and a timestamp of 'Fri 1/2/2026 3:19 PM'.

[JISS] Editor Decision[Summarize](#)

Reviewer A:

The study demonstrates novelty, particularly in its integrative SCV framework and cross-country comparison; however, the novelty should be stated more explicitly in the introduction.

The literature review is comprehensive and up to date, but some sections could be streamlined to improve focus.

The discussion is theoretically grounded, but practical implications could be elaborated more concretely.

[JISS] Editor Decision[Summarize](#)

Reviewer B:

The title accurately reflects the focus on supply chain reconfiguration, resilience, sustainability, and their roles before and after disruptions. The keywords are relevant, capturing key concepts such as reconfigurability, supply chain resilience, agility, sustainability, and disruption, which enhance the article's discoverability and relevance. Overall, the title and keywords are meaningful and appropriately aligned with the content.

The subject of exploring supply chain viability, especially through the dimensions of agility, resilience, and sustainability in the context of disruptions, is highly relevant and significant. As global supply chains continue to face complex challenges, understanding how these factors influence reconfiguration strategies offers valuable insights for both academia and industry. The article's focus aligns well with current trends toward resilient and sustainable supply chain management.

The information provided offers insightful perspectives on supply chain viability and its post-disruption dynamics, especially differentiating between developed and developing countries. While some concepts, such as the emphasis on agility and sustainability, are well-established, the specific integration of these dimensions into a comprehensive SCV framework and the empirical findings related to post-disruption behaviors add value and nuance to existing literature. Overall, it provides a moderate level of new insights rather than entirely novel information.

The conclusions are well substantiated by the empirical data presented in the study. The authors effectively link their findings—such as the prominence of agility and sustainability over resilience post-disruption—and support these insights with detailed statistical analyses, including significance testing and R-square values. This alignment demonstrates that the conclusions are grounded in and supported by the data collected and analyzed.

The article could benefit from clearer explanations of how the different dimensions of supply chain viability specifically influence reconfiguration strategies in various country contexts. Please clarify, do the impacts vary across country contexts, and if so, why?

Explain in more detail and critically the limitations of the Quantitative methodology used in the research, and propose or suggest how the approach used in the future can strengthen the research.

Editor

1. The abstract must be revised because it does not yet meet the journal's criteria. The abstract should include: background, problem, objectives, methods, results, and implications. The limitations and future research must not be included in Abstract.
2. The abstract must be revised because it does not yet meet the journal's criteria. The abstract should include: background, problem, objectives, methods, results, and implications. The background and problem should not describe issues specific to the research site. The problem should relate to industrial engineering issues (e.g., delays, operational costs, scheduling, etc.). "XYZ Hospital" should not be presented as the main highlight in the abstract and introduction; instead, XYZ should appear as a case study in the Materials and Methods and Results and Discussion sections.
3. In the Results and Discussion section, too many tables are presented. Ideally, only tables that directly support the research objectives should be included. For example, Tables 8 and 16 can be removed and sufficiently described in the text. Furthermore, Tables 2, 3, and 4 can be merged into a single table, and Tables 10, 11, and 12 can also be combined into one table.
4. The Discussion section does not sufficiently compare the findings with previous studies. In addition, the discussion is too brief and lacks in-depth interpretation of the results.
5. Conclusion: It is recommended to write this in three paragraphs as follows: research objectives + findings (1 paragraph), implications (1 paragraph), and limitations + future research (1 paragraph).
6. Tables: Ensure that all tables contain no Indonesian vocabulary. Use commas and periods in accordance with English language conventions. Make sure all tables are cited in the main manuscript.
9. Figures: Ensure that all figures contain no Indonesian vocabulary. All figures should be high resolution (600 dpi) to ensure readability.
10. Citations: The number of citations is too few for this journal. References and Citations: Use IEEE style. Check the citation style in the tables and manuscript.
11. IMPORTANT: Use red font for the revised parts to help the editor easily identify your changes.
12. IMPORTANT: Use at least 30 references from proceedings or journals, published within the last 10 years. Ensure that at least 80% are in English, and format all references and in-text citations using the IEEE style.
13. IMPORTANT: Complete all metadata, including author names, author order, affiliations, etc.

Bukti proses revisi

Journal Industrial Services, vol. 11, no. 2, October 2025

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Original research article
Supply Chain Viability as a Driver of FMCG Reconfiguration Post-Disruption: A Regional Comparison
Sherlywati^{1,2*}, Eliot Sumanungsono³, Fathony Rahman⁴, Hesti Maheswari⁵
1 Department of Management, Universitas Kristen Maranatha, Jl. Prof. drg. Surya Sumantri no. 65, Bandung 40164, Jawa Barat, Indonesia
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ARTICLE INFO	ABSTRACT
<p>Article history: Received: _____ Revised: _____ Accepted: _____ Published online: _____</p> <p>Keywords: Supply chain viability Supply chain reconfiguration Supply chain resilience Supply chain agility Supply chain sustainability</p> <p>Editor: Bobby Kurniawan</p> <p>Author's note: The publisher remains neutral regarding jurisdictional claims in published maps and institutional affiliations. While the author(s) bear sole responsibility for the accuracy of content and any legal implications.</p>	<p>Supply chain disruptions pose persistent challenges to operational continuity, cost efficiency, and adaptive decision-making, particularly in fast-moving consumer goods (FMCG) industries characterized by volatile demand and complex logistics networks. While prior studies have examined resilience, agility, or sustainability as individual capabilities, limited empirical evidence explains how these dimensions jointly support supply chain reconfiguration across different disruption phases and economic contexts. This study aims to examine supply chain viability (SCV) as an integrative construct encompassing resilience, agility, and sustainability, and to explore its role in driving supply chain reconfiguration before and after disruption across developed and developing regions. A quantitative research design was employed using survey data collected from FMCG firms which were analyzed using JIVE least squares regression, employing a two-stage, multi-group analysis. The results demonstrate that the relative influence of SCV dimensions varies across disruption phases and regional contexts. Resilience plays a more prominent role prior to disruption by supporting operational stability, whereas agility and sustainability emerge as strong drivers of supply chain reconfiguration during and after disruption. Furthermore, the results show a greater impact in developed regions, while agility is more critical in developing regions due to differences in institutional maturity and operational constraints. These findings advance supply chain viability theory by clarifying its dynamic and contextual mechanisms and provide managerial insights for designing reconfiguration strategies that enhance long-term operational performance and adaptability under disruptive conditions.</p>

1. Introduction

5 Discussion

The findings of this study confirm that supply chain viability (SCV) is an integrative and dynamic capability that enhances FMCG firms' readiness to cope with disruption through adaptive and sustainable supply chain management. Considering the importance of emphasizing resilience, agility, and sustainability in turbulent environments, this research extends existing literature by empirically demonstrating that these dimensions are most effective when conceptualized and deployed as an integrated system rather than as isolated capabilities [2], [3], [4], [17], [18]. In doing so, the study responds to recent call in supply chain management literature to move beyond resilience-dominated perspectives toward more holistic and adaptive frameworks capable of addressing prolonged and systemic disruptions.

A key contribution of this study lies in revealing how the relative importance of SCV dimensions shift across disruption phases. Before disruption, resilience plays a critical role in supporting operational continuity, aligning with earlier research that highlights redundancy, buffer capacity, and preparedness as mechanisms for resilience shifts [12], [16], [25]. However, post-disruption conditions demand a different strategic emphasis. The results show that agility emerges as the most influential driver of reconfiguration across both developed and developing countries. This finding reinforces prior arguments that agility manifested through rapid decision-making, process flexibility, and speed of response is essential for resilience and sustainability. The findings also shorten product life cycles, which are characteristic of the FMCG sector. From a practical standpoint, this suggests that managers should prioritize investments in flexible processes, real-time information sharing, and cross-functional coordination to enable faster reconfiguration when disruption occurs.

The increasing importance of sustainability in the post disruption phase further enriches existing theory and practices. While sustainability has traditionally been framed as a compliance-driven or normative concern [7], [9], [45], the findings of this study indicate

supply chain needs to be directed from mere resilience structural concern towards the interconnectedness of SCV dimensions. In developing countries, agility exerts a stronger influence on reconfiguration, reflecting firms' need to compensate for weaker infrastructure, limited formal systems, and higher operational uncertainty through rapid and flexible responses. In contrast, sustainability plays a more decisive role in developed countries driven by stronger institutional pressures, higher levels of regulation, and more mature digital ecosystems that embed sustainability into strategic decision-making. These findings help reconcile inconsistencies in prior cross-country studies and offer practical guidance for managers to tailor SCV deployment according to regional conditions rather than adopting uniform reconfiguration strategies.

An important theoretical and practical implication of this study is the examination of the role of resilience in post-disruption reconfigurations. While resilience remains relevant for initial shock absorption, its reliance on redundancy and buffer-based strategies appears insufficient for supporting structural reconfiguration under prolonged disruptions [19], [20], [21]. This challenges earlier resilience centric views and underscores the need for a strategic shift toward more proactive, technology-enabled, and sustainability-oriented resilience mechanisms. The findings also highlight the importance of agility and sustainability in post-disruption conditions. For practitioners, this implies that resilience mechanisms should be complemented rather than relied upon exclusively, by agility and sustainability. Overall, the findings demonstrate that supply chain viability is not a static construct but an adaptive system in which the dominance of its dimensions evolves across disruption phases, thereby promoting sustained reconfigurability in complex and uncertain environments.

6. Conclusions

This study aims to examine supply chain viability (SCV) as a key driver of supply chain reconfiguration capacity in the FMCG sector, particularly in the context of global disruptions. By adopting an integrative perspective based on resilience, agility, and sustainability, this study provides empirical evidence

Imansuri et al. (2023), Journal Industrial Services, vol. 9, no. 2, pp. 81-86, October 2023

enhances retail decision-making speed, but it has not yet been integrated with a strategically adaptive supply chain management approach. The concept of sustainability in one study in India revealed that only 40% of FMCG companies actively implement sustainability practices amidst consumer and regulatory pressures [7]. This finding is reinforced by a study in the Pakistani packaging sector, where eco-friendly packaging has not succeeded in shaping brand perception as a pioneer of sustainability due to the lack of integration between marketing strategies and the supply chain [8]. Study [9] found that the integration of resilience and supply chain only reduces cycle time but has not yet been able to fully support reconfiguration capabilities when disruptions occur. From these recent empirical studies, a conceptual and empirical gap is evident regarding supply chain viability, which is the integration of resilience, agility, and sustainability that can support supply chain reconfiguration, particularly in the context of developing countries with structural supply chain limitations.

The research gap on the integration of resilience, agility, and sustainability as factors for supply chain viability is becoming increasingly clear in cross-country studies. In developed countries, supply chain and logistics infrastructure are more mature, yet they still face challenges in managing supply chains for social sustainability. Innovative products in Italy only have a success rate of 13% due to poor integration between retailers and manufacturers [10]. In Egypt, 82% of FMCG retailers are reluctant to share data due to weak trust and governance in supply chain collaboration, leading to poor agility and resilience during disruptions. FMCG companies in developed countries have a low level of integration between agility and sustainability as an approach to supply chain viability.

The urgency of this research is to examine the differences in characteristics between developing and developed countries in managing supply chain viability to create supply chain reconfiguration capabilities. While developing countries still face limitations in supply chain infrastructure, trust between supply chain nodes, and regulations that are not always supportive, developed countries have more established supply

systems and cost reduction strategies by prioritizing adaptation-based pricing, flexibility, and operational sustainability. Managers should review resilience strategies from passive, buffer-based mechanisms toward more proactive approaches supported by digital technologies and employee-driven initiatives. Sustainability should be treated not only as an external compliance requirement but also as a strategic capability that enhances agility and long-term recovery of value. The findings of this study may contribute to literature by reinforcing SCV as an evolving integrative construct and by encouraging its further alignment with dynamic capabilities theory and viable systems thinking, particularly in explaining adaptive supply chain behaviour under prolonged and systemic disruptions.

Despite its contributions, this study has several limitations and open avenues for future research. Cross-sections and time-lagged designs are limited to capture the dynamic evolution of SCV dimensions over time, while the reliance on retrospective assessments may introduce respondent memory bias when comparing pre- and post-disruption conditions. In addition, this study does not incorporate potential SCV drivers, such as digital transformation or internal entrepreneurship, that may strengthen or mediate the relationship between SCV and reconfiguration. The broad country classification may also limit its general specificity. Future research is therefore encouraged to adopt longitudinal or mixed method designs, refine regional classifications to capture more granular institutional and cultural contexts, and integrate additional driving variables. Employing predictive approaches such as Q² predict and CVPAT, as well as comparing alternative analytical frameworks, may further enhance the robustness and generalizability of SCV research.

Declaration statement

Sherlywati: conceptualization, methodology development, formal data analysis, and original manuscript writing.
Eliot Sumanungsono, Fathony Rahman, Hesti Maheswari: writing-review, research validation and

explaining how these dimensions jointly enable structural supply chain reconfiguration, particularly across different disruption phases and country contexts [7], [8], [10], [11], [12], [13].

This study directly addresses this gap by positioning supply chain viability as an integrative construct that simultaneously incorporates resilience, agility, and sustainability as complementary drivers of supply chain reconfiguration. Unlike prior studies, this research advances literature in three important ways. First, it empirically examines the preferred roles of resilience, agility, and sustainability in different conditions, capturing the dynamic shift from survival-oriented responses to adaptive and sustainability-driven reconfiguration. Second, it adopts a cross-country comparative perspective, systematically contrasting developed and developing economies to reveal how institutional maturity, infrastructural constraints, and strategic priorities shape the dimensions of SCV dimensions. Third, by employing a multi-group PLS approach, this study provides robust empirical evidence on how the relative importance of resilience, agility, and sustainability evolves across disruptive phases and regional contexts within the FMCG sector.

The purpose of this study is, first, to analyze the importance of the dimensions of resilience, agility, and sustainability on supply chain reconfiguration in the context of pre- and post-disruption. Second, to compare the contributions of the three dimensions of viability between developing and developed countries. Based on this exposition, there are two main research questions, namely:

1. How do the dimensions of viability (resilience, agility, and sustainability) affect supply chain reconfiguration before and after disruption?
2. Is there a difference in the contribution of the viability dimension in developing and developed countries in supporting supply chain reconfiguration?

2. Literature review

2.1 Supply chain viability (SCV)

This work is partially supported by the DRTPM 2024 Grant under the Ministry of Higher Education, Science, and Technology of the Republic of Indonesia.

Data availability statement

The authors confirm that the data supporting the results of this study can be found in the article or accompanying supplementary materials.

AI Usage Statement

Generative AI and AI-assisted tools were used to enhance the language and readability of this manuscript. The authors have reviewed and revised all AI-generated content to ensure its accuracy and alignment with the research. The authors remain fully responsible for the work's scientific content, conclusions, and integrity, and disclose the use of AI to ensure transparency and adherence to publisher guidelines.

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Respond form

AUTHORS ARE REQUIRED TO RESPOND to all comments from the Reviewer and Editor. Authors must indicate in the revised manuscript the sections that have been revised.

Reviewer #1

No	Comments	Respond
1	The study demonstrates novelty, particularly in its integrative SCV framework and cross-country comparison; however, the novelty should be stated more explicitly in the introduction.	Thank you for this valuable comment. We have revised the Introduction to explicitly articulate the study's novelty. Specifically, the final paragraph of the Introduction has been substantially rewritten to clearly state the research gap and to position supply chain viability (SCV) as an integrative construction that simultaneously incorporates resilience, agility, and sustainability. The revised paragraph explicitly highlights three key contributions: (1) the examination of differentiated SCV dimensions across pre- and post-disruption phases, (2) a cross-regional comparative perspective between developed and developing contexts, and (3) the use of multi-group PLS-SEM to capture contextual differences. These revisions clarify the study's originality and theoretical contribution.
	The literature review is comprehensive and up to date, but some sections could be streamlined to improve focus.	We appreciate this suggestion. The Literature Review has been streamlined to improve conceptual focus while preserving its comprehensiveness. Redundant definitional discussions were reduced, and overlapping explanations were consolidated, particularly in Section 2.1 (Supply Chain Viability). The revised section emphasizes SCV as an integrative framework rather than treating resilience, agility, and sustainability as isolated concepts. Additionally, clearer conceptual linkages were established between SCV, supply chain reconfiguration, and the comparative analysis to better align the literature review with the research objectives.
2	The discussion is theoretically grounded, but practical implications could be elaborated more concretely.	Thank you for this observation. The Discussion section has been substantially revised and expanded to deepen both theoretical interpretation and practical relevance. The revised discussion explicitly compares the findings with prior studies and elaborates on how the differentiated roles of SCV dimensions inform managerial decision-making in the FMCG sector. Furthermore, practical implications have been strengthened and clearly articulated in both the Discussion and Conclusion sections, highlighting actionable guidance related to agility, sustainability, and strategic reconfiguration across different regional contexts.

Reviewer #2

No	Comments	Respond
1	propose or suggest how the approach used in the future can strengthen the research.	Thank you for this suggestion. In response, we have added a dedicated paragraph in the Conclusion section elaborating future research directions. This paragraph highlights the integration of SCV drivers such as digital transformation to strengthen internal capabilities, the refinement of country classifications at the regional level to capture more specific contextual dynamics, and the use of longitudinal or mixed method designs to examine the stability of SCV effects over time. We also recommend the application of predictive-oriented PLS-SEM techniques (e.g., Q^2 predict and CVPAT) and model comparisons with alternative analytical approaches to further validate the robustness and applicability of the SCV-RR framework across diverse contexts.
2	Explain in more detail and critically the limitations of the Quantitative methodology used in the research	We appreciate this constructive suggestion. A dedicated paragraph addressing methodological limitations and future research directions has been added to the Conclusion section. This paragraph critically discusses the limitations of the cross-sectional quantitative design, potential respondent recall bias, and the absence of moderating variables.

Editor

No	Comments	Respond
1	About the abstract	The Abstract has been fully revised to comply with the journal's requirements.
2	In the Results and Discussion section, too many tables are presented. Ideally, only tables that directly support the research objectives should be included. For example, Tables 8 and 16 can be removed and sufficiently described in the text. Furthermore, Tables 2, 3, and 4 can be merged into a single table, and Tables 10, 11, and 12 can also be combined into one table.	done

3	The Discussion section does not sufficiently compare the findings with previous studies. In addition, the discussion is too brief and lacks in-depth interpretation of the results.	Further explanation has been added to the discussion section (red font).
4	Conclusion: It is recommended to write this in three paragraphs as follows: research objectives + findings (1 paragraph), implications (1 paragraph), and limitations + future research (1 paragraph).	The Conclusion has been rewritten into exactly three paragraphs following the editor's recommendation: (1) research objectives and findings, (2) implications, and (3) limitations and future research.
5	Tables: Ensure that all tables contain no Indonesian vocabulary. Use commas and periods in accordance with English language conventions. Make sure all tables are cited in the main manuscript.	done
6	Figures: Ensure that all figures contain no Indonesian vocabulary. All figures should be high resolution (600 dpi) to ensure readability.	done
7	Citations: The number of citations is too few for this journal. References and Citations: Use IEEE style. Check the citation style in the tables and manuscript.	done
8	Complete all metadata, including author names, author order, affiliations, etc.	done
9	Include the following statements: CREDIT author statement, Acknowledgment, Disclosure, Funding, Data Availability, and AI Usage. Refer to the examples in the Author Guidelines.	done
10	Complete the Author Information section as required by the latest template.	done

Bukti Accept Submission

X [JISS] Editor Decision Summarize < >

BK Bobby Kurniawan <jurnaluntirta2025@gmail.com> ...
To: ✉ Sherlywati ...
Cc: Eliot Simangunsong <elliot@pmbs.ac.id>; **+2 others** ...
Sat 1/24/2026 9:05 PM

Sherlywati Sherlywati:

We have reached a decision regarding your submission to Journal Industrial Services, "Supply Chain Viability as a Driver of FMCG Reconfiguration Post-Disruption: A Regional Comparison".

Our decision is to: Accept submission

We are pleased to announce that your manuscript has been accepted for publication in JISS. Please wait for our staff to contact you for copyediting.

Bobby Kurniawan
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SUMMARY **REVIEW** **EDITING**

Submission

Authors Sherlywati Sherlywati, Eliot Simangunsong, Fathony Rahman, Hesti Maheswari

Title Supply chain viability as a driver of FMCG reconfiguration post-disruption: A regional comparison

Section Articles

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3. Final Copyedit File: 35355-102114-3-CE.DOCX 2026-01-25	2026-01-25	—	2026-01-25

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1. Author 2026-01-25	2026-01-25	2026-01-25
2. Proofreader 2026-01-25	2026-01-25	2026-01-25
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