Supplementary Materials

PLS-SEM Model measurement and validation

Table S1: Measurement items.

Constructs		Items	Sources
Supply Chain Integration	SCI1	We maintain pre-sale communication with customers	Kim (2006) [31], Abdelilah et al. (2021) [32], Siagian et al. (2021) [21]
	SCI2	We strive to establish long-term relationships with our customers	
	SCI3	We maintain coordination among staff, transporters and farmers to solve problems	
	SCI4	We exchange information with suppliers through Information technology	
	SCI5	We ensure stable procurement through network	
	SCI6	We frequently share demand information with our suppliers	
Supply Chain Risk Control	SCRC1	We have managed to minimize the frequency of occurrence of supply chain risks over the last three years	El Baz & Ruel (2021) [13]
	SCRC2	We have managed to minimize the impact of the occurrence of supply chain risks over the last three years	
	SCRC3	Our employees are highly sensitive toward the perception of supply risks *	
Supply Chain Resilience	SCR1	We can adopt quick response to counter corona or such pandemic	Ruel & El Baz (2021) [14], Siagian et al. (2021) [21], Sturm et al. (2021) [59]
	SCR2	We are able to cope with changes brought by the supply chain disruption	
	SCR3	We are able to withstand the sudden default of a supplier (e.g., because of bankruptcy)	
	SCR4	We have been able to maintain the flower supply during pandemic *	
Supply Chain Viability	SCV1	We have the ability to persist in negative events.	Ivanov (2020, 2021), [19,15] Ruel et al. (2021) [20]
	SCV2	We adjust our capacities allocations in response to customer demands and external changes.	
	SCV3	We set up KPIs (key Performance Indicators) *	

Note: * = item dropped

Table S2: F-square value.

	SC Integration	SC Resilience	SC Risk Control	SC Viability
SC integration		0.357		0.465
SC resilience				0.1
SC risk control		0.161		0.099
SC viability				

Table S3: Co-efficient of determination.

	R Square	R Square Adjusted	
SC resilience	0.487	0.485	Moderate
SC viability	0.684	0.682	Substantial

Table S4: Testing non-response bias.

Paired Samples *t*-Tests

Variables		N	Mean	Std. Deviation	*t*-Statistics	Sig. (2-Tailed)
SC integration	Early	100	3.9671	0.43619	0.786	0.436
	Late	100	3.92	0.37407		
SC risk control	Early	100	3.2067	0.56299	0.906	0.369
	Late	100	3.2067	0.47433		
SC resilience	Early	100	3.175	0.31032	-0.475	0.637
	Late	100	3.2075	0.3523		
SC Viability	Early	100	3.64	0.34233	-0.893	0.376
	Late	100	3.64	0.37448		

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