

Review of: "Enhancing Business Model Resilience in the Machine Tools Industry: A Case Study of ABC Company"

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Potential competing interests: No potential competing interests to declare.

I read your paper on business resilience with great interest. I have been working in the area of business resilience over the last 3 years and I found your insights valid and relevant.

You may want to improve your manuscript in three areas:

1. Be more clear about the flow of cause-and-effect links when you articulate your explanations. What enhances business resilience and what increases firms' vulnerability? You may want to illustrate this in a figure.
2. As you are refereeing to cost and revenues you may want to look at the recent paper: Mouzas, S., & Bauer, F. (2022). Rethinking business performance in global value chains. *Journal of Business Research*, 144, 679-689. Look specifically at "financial resilience" and the factors that enhance resilience. See also at: Mouzas, S. (2006). Efficiency versus effectiveness in business networks. *Journal of business research*, 59(10-11), 1124-1132. as well as: Mouzas, S., Henneberg, S., & Naudé, P. (2007). Trust and reliance in business relationships. *European Journal of Marketing* 41(9/10), 1016-1032.
3. You may want to improve managerial implications elaborating on the key lessons for managers.

Overall, the paper is a well drafted, and relevant piece of work.

I wish you all the best in developing your paper.