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Research Article

Digital Transformation in Supply Chain Management to Enhance Efficiency, Transparency, and Business Sustainability in the Global Era

Anjaka Ray Gucchi

Politeknik Manufaktur Negeri Bangka Belitung, Indonesia
Corresponding Author, Email: anjaka@polman-babel.ac.id

Abstract

In today's globalized marketplace, supply chains are under immense pressure to operate with greater efficiency, transparency, and sustainability. Rapid technological advancements—such as blockchain, artificial intelligence (AI), the Internet of Things (IoT), and advanced analytics—are enabling firms to reconfigure traditional processes and achieve these goals simultaneously. This study aims to develop an integrated framework of digital transformation in supply chain management, focusing on its impact on efficiency, transparency, and business sustainability. Using a qualitative literature review method, data were drawn from recent scholarly articles, industry reports, and institutional publications to provide a comprehensive understanding of digital transformation practices. Findings indicate that blockchain enhances trust and transparency through immutable records; IoT improves efficiency via real-time monitoring and predictive maintenance; and AI, when combined with big data, enables proactive decision-making and resource optimization. Importantly, these technologies achieve maximum impact when embedded within redesigned business processes and compliance mechanisms, ensuring alignment with environmental, social, and governance (ESG) standards. The study also highlights significant sustainability outcomes, including waste reduction, carbon footprint minimization, and ethical sourcing verification, with real-world applications observed in industries such as food, logistics, and manufacturing. Overall, this research contributes to both theory and practice by presenting a holistic digital transformation model that integrates

technological enablers, process redesign, and compliance systems. This framework provides managers with actionable guidance to align digital adoption with strategic objectives, regulatory demands, and long-term sustainability imperatives.

Keywords: Digital Transformation, Supply Chain Management, Sustainability.

INTRODUCTION

In today's interconnected global marketplace, organizations face increasing pressure to optimize supply chain efficiency while maintaining full visibility across complex multi-tier networks (Financial Times, 2025; WEF via Thompson Reuters Institute, 2023). Rapid advances in digital technologies—such as blockchain, artificial intelligence (AI), big data analytics, and Internet of Things (IoT)—have provided unprecedented opportunities for firms to reconfigure legacy supply chain processes for agility, speed, and cost-effectiveness (MDPI Sustainability, 2023; Emerald Insight, 2023). These technologies not only enhance operational performance but also empower real-time monitoring, predictive planning, and automation—transforming the supply chain from a passive cost center into a strategic value enabler (MDPI 2024; ViitorCloud, 2025). According to ViitorCloud, digitally mature supply chains reduce operational costs by approximately 20%, enhance resilience to disruptions, and enable proactive decision-making by leveraging predictive analytics (ViitorCloud, 2025).

Digital transformation refers to the comprehensive integration of digital technologies across all facets of an organization's operations, business models, and value chains. It involves fundamentally rethinking and reconfiguring traditional processes, products, and services by leveraging technological innovations such as cloud computing, artificial intelligence, big data analytics, and mobile platforms (Vial, 2019). Rather than simply digitizing existing practices, digital transformation catalyzes strategic, customer-centric change—optimizing how organizations engage with customers, enhance operational efficiencies, and discover new sources of value creation (Fitzgerald et al., 2020). For instance, companies that adopt digital customer journeys and automated workflows not only reduce lead times but also unlock personalization at scale, resulting in higher customer satisfaction and stronger competitive positioning (Sebastian et al., 2020).

Beyond the internal restructuring of processes, digital transformation also reshapes organizational culture and capabilities. Effective digital transformation

requires not only technology adoption but also cultivating agility, digital leadership, and data-driven decision-making. Organizations that develop these capabilities tend to foster innovation, respond swiftly to market changes, and maintain resilience in volatile environments (Kane et al., 2019). The COVID-19 pandemic further accelerated digital transformation across sectors: healthcare institutions expanded telemedicine adoption; retailers rapidly transitioned to e-commerce channels; and manufacturing firms deployed IoT-enabled remote monitoring of equipment, thus demonstrating how digital readiness directly correlates with organizational adaptability and resilience (Li et al., 2021). However, organizations must address challenges such as cybersecurity risks, workforce digital literacy gaps, and integration complexity to ensure their digital transformation initiatives are sustainable and inclusive (Jonathan & Kuika Watat, 2021).

Current demands for transparency have elevated the need for traceability tools that can authenticate product origins and ethical sourcing across global supply chains. Digital platforms like blockchain and traceability systems are increasingly essential for ensuring compliance with evolving ESG regulations and enhancing consumer trust (Thomson Reuters Institute, 2023; Journal UIN SGD, 2023). Indeed, regulatory trends—such as the EU's Corporate Sustainability Reporting Directive and the Digital Product Passport—are pushing firms toward digital transformations that embed traceability and compliance at the core of supply chain operations (WSJ via Deloitte, 2024; Wikipedia DPP, 2025). In parallel, sustainability has risen as a central performance metric: digital tools help firms reduce waste, lower carbon footprints, and trace environmental impacts, aligning supply chain efficiency with broader sustainability goals (MDPI Sustainability, 2023; MDPI 2024).

Transformation of supply chains is also essential to building resilience in face of geopolitical uncertainty, climate disruptions, and demand volatility. As climate-related risks intensify, firms are deploying AI-powered "digital twins" and visibility platforms to simulate supply chain scenarios and navigate disruptions in real time (Wired, 2025; FT, 2025). These innovations allow supply chains to respond dynamically to shocks, whether in logistics, sourcing, or regulatory changes, affording firms both strategic flexibility and sustainability. The convergence of digital infrastructure and sustainability not only supports efficiency and transparency but also embeds resilience as a survival imperative (Wired, 2025; DSS via SME), enabling firms to maneuver through crises proactively.

The urgency for this research stems from the accelerating pace of global

disruption—pandemics, climate shocks, and regulatory evolution—that demands supply chain models be both agile and sustainable (FT, 2025; Deloitte via WSJ, 2024). However, while case anecdotes are proliferating, there remains a lack of integrated frameworks that systematically define how digital transformation drives efficiency, transparency, and sustainability simultaneously. Companies need cohesive guidance on which technologies, processes, and metrics to adopt, and how to align digital strategies with sustainability mandates and business performance—all within a unified model.

Prior literature has addressed fragments of this puzzle. For instance, Sekolah Vokasi Universitas Diponegoro's qualitative analysis of blockchain in SCM shows improvements in traceability and operational costs (Sekolah Vokasi, 2023). Meanwhile, Asian firms embedding digital capabilities into triple-A supply chains (agility, adaptability, alignment) were found to enhance sustainability performance (Emerald Insight, 2023). Yet, these studies often treat efficiency, transparency, or sustainability as siloed outcomes. There is still limited cohesive understanding of how digital transformation can holistically orchestrate these goals in global supply chain management.

To address this gap, this study aims to develop and empirically validate a comprehensive digital transformation framework for supply chain management that simultaneously enhances efficiency, transparency, and business sustainability in the global era. Specifically, the research will model the interrelationships between digital enablers—such as blockchain, IoT, AI, and analytics—with process re-design, compliance mechanisms, and sustainability outcomes. By integrating these dimensions, the study seeks to provide a managerial roadmap that supports strategic alignment of technology deployment with operational, regulatory, and environmental objectives.

METHOD

This study adopts a qualitative approach with a literature review design. The qualitative approach was chosen because the research focuses on exploring concepts, understanding phenomena, and providing in-depth interpretations related to the implementation of digital transformation in supply chain management without involving numerical measurements or statistical tests (Creswell & Poth, 2018). The literature review method is considered appropriate as it allows researchers to identify, analyze, and interpret previous findings that discuss efficiency, transparency, and

business sustainability through digitalized supply chains (Snyder, 2019).

Data Sources

The data used in this study are secondary data, which include scientific articles, books, industry reports, and official documents from international institutions published within the last five years. Sources were selected purposively based on relevance, recency, and credibility. Reputable international journals such as Sustainability (MDPI), Journal of Business & Industrial Marketing (Emerald), as well as reports from the World Economic Forum, Deloitte, and Thomson Reuters, were used as primary references to strengthen the study.

Data Collection Techniques

The data collection was carried out through a systematic literature review process, starting with the identification of keywords such as digital transformation, supply chain management, efficiency, transparency, and sustainability in academic databases including Google Scholar, Scopus, and ScienceDirect. Articles were then screened based on inclusion criteria, namely relevance to the research theme, publication within the last five years, and direct relation to the core research variables. This process ensured that the data used are valid and aligned with the research objectives.

Data Analysis Method

The data were analyzed using content analysis with a thematic approach. The analysis process involved three stages: data reduction, data presentation, and conclusion drawing. In the reduction stage, relevant information from various sources was extracted and categorized according to the research focus, namely efficiency, transparency, and sustainability of digital-based supply chains. In the presentation stage, data were organized into thematic categories to facilitate synthesis. The final stage involved drawing conclusions by integrating findings from multiple sources into a comprehensive conceptual framework (Miles, Huberman, & Saldaña, 2018). Through this method, the research provides a holistic understanding of the role of digital transformation in fostering adaptive, transparent, and sustainable supply chain management in the global era.

RESULT AND DISCUSSION

The Role of Digital Enablers in the Supply Chain

In the context of supply chain management, digital enablers such as blockchain, the Internet of Things (IoT), artificial intelligence (AI), and advanced analytics have become the cornerstones of transformation toward greater efficiency, transparency, and sustainability. Each of these technologies plays a distinct but interconnected role, creating a digital ecosystem that reshapes how organizations design, manage, and optimize their supply chains.

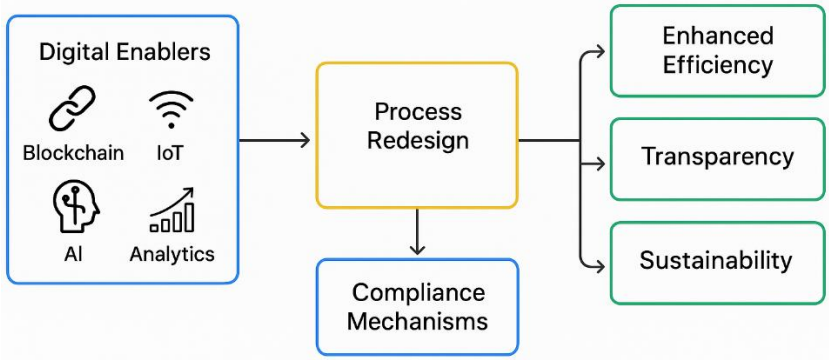

Figure 1. Digital Transformation in Supply Chain Management

Blockchain technology, with its immutable and decentralized ledger, has been widely recognized as a means to strengthen transparency and accountability across global supply chains. By ensuring that every transaction or material transfer is securely recorded and verifiable, blockchain reduces the risk of fraud, data tampering, and unethical practices. For example, in the food industry, Walmart collaborated with IBM to deploy a blockchain-based system that allows real-time tracking of agricultural products from farm to shelf. This system reduced the time needed to trace the source of contaminated products from seven days to just 2.2 seconds, significantly improving both transparency and food safety (Francisco & Swanson, 2018; Saberi et al., 2019). This case demonstrates how blockchain not only supports compliance with safety standards but also reinforces consumer trust.

Similarly, IoT technologies contribute directly to operational efficiency by enabling real-time data collection and monitoring across the supply chain. Sensors embedded in vehicles, containers, or machinery allow companies to monitor the

condition of goods in transit, predict potential equipment failures, and optimize logistics routes. Maersk, one of the world's largest shipping companies, implemented IoT-enabled smart containers that provide continuous updates on location, temperature, and humidity levels. This initiative enhanced supply chain visibility and reduced spoilage rates in sensitive cargo such as pharmaceuticals and perishable foods (Ben-Daya, Hassini & Bahroun, 2019). IoT, therefore, acts as the "eyes and ears" of the supply chain, generating a wealth of data for decision-making.

The data produced by IoT devices becomes particularly valuable when combined with AI and advanced analytics, which provide predictive and prescriptive insights. AI can analyze vast amounts of unstructured data to forecast demand more accurately, detect supply chain disruptions, and optimize resource allocation. For instance, Amazon leverages AI-driven predictive analytics to anticipate customer demand and position inventory closer to target markets, reducing lead times and increasing responsiveness. This approach not only improves efficiency but also reduces carbon emissions associated with long-distance transportation (Choi, Wallace & Wang, 2020).

What is particularly powerful is the way these digital enablers interact. Blockchain ensures the integrity and transparency of data, IoT generates real-time streams of information, and AI processes and interprets this information to guide strategic and operational decisions. Together, they create a digitally integrated supply chain where efficiency is enhanced through automation and predictive capabilities, transparency is strengthened by immutable records and real-time visibility, and sustainability is promoted by reducing waste, improving resource efficiency, and ensuring compliance with ethical and environmental standards.

Process Re-design as a Catalyst

The effectiveness of digital transformation in supply chain management cannot be achieved merely through the adoption of advanced technologies such as blockchain, IoT, AI, and analytics. The true impact is realized when these technologies are embedded into a fundamental redesign of business processes that govern the supply chain. Process re-design serves as a catalyst that aligns digital enablers with organizational structures, decision-making practices, and compliance requirements. From the perspective of dynamic capability theory, firms that integrate digital tools into their operational processes are better positioned to respond to environmental

uncertainty and volatility in global markets. This theoretical lens suggests that technological adoption alone is insufficient; it must be accompanied by the reconfiguration of organizational routines and capabilities to generate competitive advantage (Teece, Pisano & Shuen, 1997; Tiwari, Wee & Daryanto, 2018).

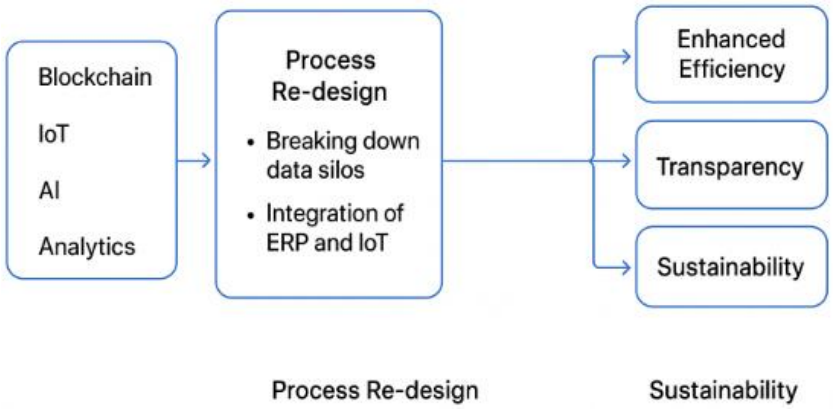

Figure 2. Process Re-Design and Compliance Mechanisms

A key dimension of process re-design lies in breaking down traditional data silos. Historically, supply chain processes have been fragmented across departments and geographies, leading to inefficiencies, delays, and information asymmetries. The integration of enterprise resource planning (ERP) systems with IoT devices allows for continuous and automated data flows, enabling firms to synchronize production, logistics, and distribution activities in real time. For instance, Siemens implemented IoT-enabled ERP systems across its global operations, which allowed the company to optimize predictive maintenance and production planning. This integration not only reduced downtime and inventory holding costs but also enhanced coordination across its supplier networks, demonstrating how process re-design amplifies the benefits of digital enablers (Ben-Daya, Hassini & Bahroun, 2019).

Moreover, compliance mechanisms become more robust when incorporated into digitally re-designed processes. Smart contracts built on blockchain platforms are increasingly used to automate compliance checks by embedding regulatory requirements directly into the transaction protocols. This removes the need for manual audits, reduces the likelihood of human error, and ensures adherence to international standards such as environmental, social, and governance (ESG) frameworks. A prominent example can be found in the diamond industry, where De Beers deployed

blockchain-enabled smart contracts to certify the ethical sourcing of diamonds. By redesigning procurement processes around blockchain, the company achieved compliance with anti-conflict mineral regulations while also enhancing transparency and trust with stakeholders (Kouhizadeh, Saberi & Sarkis, 2021).

Another illustrative case is Maersk's TradeLens platform, which redefined supply chain documentation processes by leveraging blockchain to digitize bills of lading and customs clearance. Prior to TradeLens, documentation was paper-based, time-consuming, and prone to delays. By redesigning these processes digitally, Maersk reduced transit times, eliminated redundant verification procedures, and improved regulatory compliance across international borders. This transformation demonstrated that digital tools achieve their highest impact not when layered over existing processes, but when processes themselves are fundamentally re-engineered to leverage the strengths of digitalization (Treiblmaier, 2018).

These cases reveal that process re-design is not a mere technical adjustment but a strategic reconfiguration that integrates digital enablers into the very fabric of supply chain governance. The result is a supply chain that is not only more efficient and transparent but also more resilient and sustainable in the face of global disruptions.

Compliance Mechanisms & Governance

Compliance mechanisms and governance represent one of the most critical pillars in digitally transforming supply chain management because they ensure that efficiency and transparency gains are aligned with regulatory obligations and sustainability imperatives. In today's global era, supply chains span multiple jurisdictions, each with its own complex frameworks of environmental regulations, labor laws, data protection rules, and trade agreements. The introduction of digital compliance mechanisms—powered by blockchain, AI, and smart contracts—offers organizations the ability to embed governance principles directly into their operational processes, creating supply chains that are simultaneously agile and accountable.

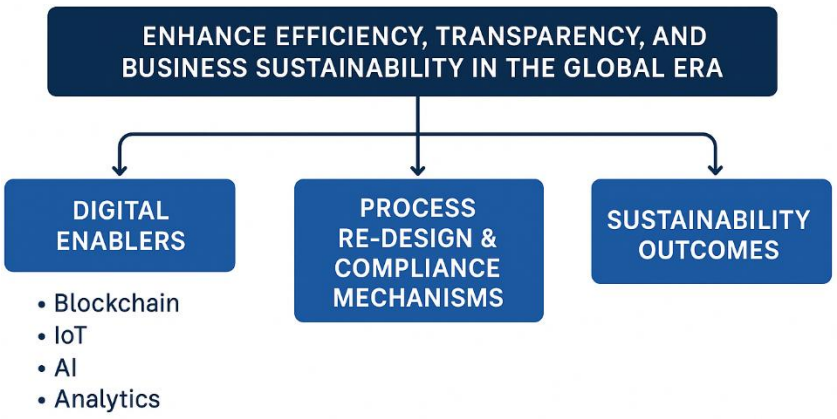

Figure 3. Digital Transformation in Supply Chain Management

Blockchain technology has been particularly influential in this regard. Its capacity to generate immutable audit trails ensures that every transaction or material transfer is transparent and verifiable. This has profound implications for compliance with environmental, social, and governance (ESG) standards, as well as international regulations such as the EU's General Data Protection Regulation (GDPR). For example, the mining sector, which has long struggled with ethical sourcing challenges, has leveraged blockchain platforms to trace the provenance of raw materials such as cobalt used in batteries. Companies like IBM and RCS Global have developed blockchain-enabled traceability systems to certify that minerals are not sourced from conflict zones, thereby aligning supply chain operations with international compliance frameworks like the OECD Due Diligence Guidance (Saberi et al., 2019). This demonstrates how digital tools transform compliance from a reactive, manual activity into a proactive and automated governance function.

Artificial intelligence further strengthens compliance by enabling regulatory intelligence. AI algorithms, particularly those based on natural language processing (NLP), can continuously scan and interpret global regulatory updates, trade restrictions, and environmental policies, providing organizations with real-time insights into shifting compliance requirements. For instance, DHL has adopted AI-powered systems to monitor regulatory changes across international borders, allowing it to adjust logistics strategies rapidly in line with new customs and trade laws (Wang, Gunasekaran, Ngai & Papadopoulos, 2016). This capability reduces the risk of non-compliance fines and operational disruptions, while also ensuring that sustainability goals—such as carbon reporting requirements—are integrated into core processes.

Smart contracts extend this compliance automation further by embedding rules and obligations directly into digital transactions. In the agribusiness sector, for example, smart contracts have been employed to enforce fair-trade agreements between coffee producers and international buyers. These contracts automatically verify conditions such as the origin of beans, adherence to environmental standards, and timely payment to farmers. By digitizing and automating these compliance mechanisms, the agribusiness sector has strengthened trust among stakeholders and aligned operations with global sustainability standards (Kouhizadeh, Saberi & Sarkis, 2021).

A compelling large-scale case is the TradeLens platform developed by Maersk and IBM. TradeLens integrates blockchain to digitize and secure shipping documentation, while simultaneously creating automated audit trails that satisfy customs and port authority requirements across more than 90 countries. Before its introduction, compliance checks were paper-heavy, costly, and prone to fraud. With TradeLens, regulatory authorities gained direct access to encrypted, real-time data, reducing the average customs clearance time and improving transparency across international borders (Treiblmaier, 2018). This example illustrates how digital compliance mechanisms can not only satisfy governance requirements but also accelerate the speed and resilience of global supply chains.

These cases collectively highlight that compliance mechanisms, when digitally enabled, move beyond simple rule-following. They become strategic enablers that enhance stakeholder trust, protect reputational capital, and ensure long-term sustainability in an increasingly regulated and ethically conscious global economy.

Sustainability Outcomes

Sustainability outcomes represent the most strategic dimension of digital transformation in supply chain management, because they determine not only the operational efficiency and transparency of supply networks but also the long-term capacity of businesses to thrive in an environmentally constrained and socially conscious global economy. Digital enablers such as IoT, blockchain, and AI become crucial when their applications are directed toward creating supply chains that are green, circular, and socially responsible. The integration of these technologies shifts sustainability from a peripheral corporate responsibility initiative to a core operational outcome directly linked to competitiveness.

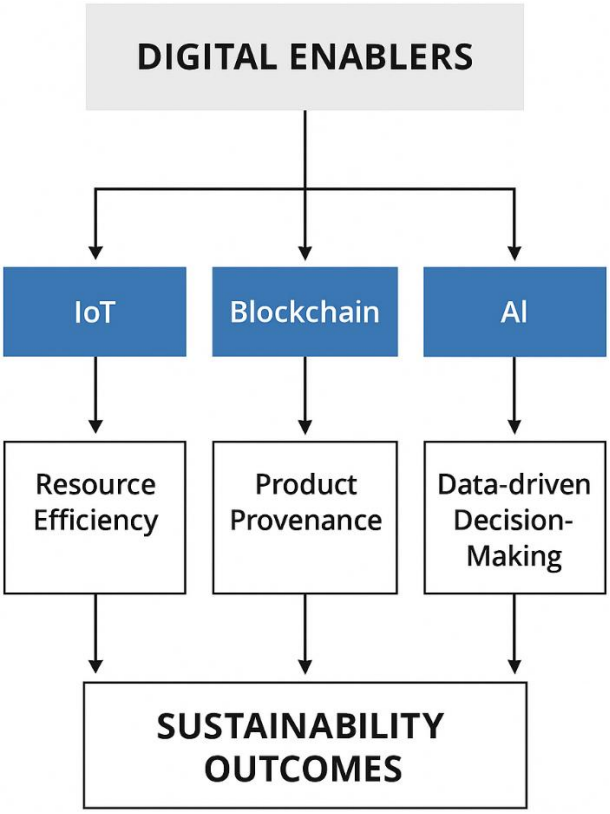

Figure 4. Digital Transformation Enablers Driving Sustainability Outcomes in Global Supply Chains

IoT plays a decisive role in enabling resource efficiency, particularly through real-time monitoring of energy use, fuel consumption, and logistics optimization. By embedding IoT sensors into vehicles and production systems, companies can identify inefficiencies, reduce waste, and lower carbon footprints. For example, DHL has deployed IoT-based fleet management systems that track fuel consumption and optimize delivery routes. This reduced both operational costs and CO_2 emissions, demonstrating the dual economic and environmental gains from IoT-enabled sustainability (Wang et al., 2016). Similarly, smart factories operated by companies such as Bosch use IoT-enabled predictive maintenance, which extends equipment life cycles and minimizes material waste, aligning production systems with circular economy principles (Bag et al., 2021).

Blockchain contributes to sustainability outcomes by ensuring product provenance and ethical sourcing. In industries where consumer awareness is high—such as food and fashion—blockchain-based traceability systems allow customers to verify

whether products were manufactured sustainably and ethically. Walmart, in collaboration with IBM's Food Trust blockchain, has implemented a system to track the journey of fresh produce from farm to shelf. By redesigning traceability processes with blockchain, Walmart reduced food waste, enhanced food safety compliance, and strengthened consumer trust (Sodhi & Tang, 2021). In fashion, Everledger uses blockchain to certify the ethical sourcing of gemstones and luxury goods, aligning its supply chain with fair trade and social sustainability commitments (Saberi et al., 2019).

Artificial intelligence further advances sustainability by enabling data-driven decision-making in areas such as demand forecasting, energy optimization, and reverse logistics. By applying AI algorithms, companies can reduce overproduction, one of the primary causes of environmental waste. For instance, Unilever has adopted AI to optimize demand forecasting, significantly reducing food waste in its distribution networks. The integration of AI into supply chain planning not only improved profitability but also delivered measurable environmental benefits by preventing excess inventory from going to landfills (Kumar et al., 2021).

Empirical studies support the view that digitalization positively influences the triple bottom line—economic, social, and environmental performance—when combined with redesigned processes and robust compliance mechanisms. Bag et al. (2021) found that digital technologies foster circular economy adoption, enabling firms to repurpose materials and reduce lifecycle emissions. Similarly, Sharma, Mangla, and Patil (2020) showed that companies integrating analytics, IoT, and blockchain into supply chain practices achieved measurable gains in social sustainability, including better labor conditions and stakeholder engagement. These findings confirm that digital transformation, when strategically implemented, yields sustainability outcomes that extend beyond operational gains to reshape corporate legitimacy and long-term survival.

A compelling real-world case is Tesla's digitally enabled battery recycling system. By integrating IoT and AI with blockchain traceability, Tesla has built a closed-loop supply chain for lithium-ion batteries, where used batteries are recovered, dismantled, and recycled into new production. This circular system not only reduces dependency on scarce raw materials but also ensures compliance with environmental regulations in multiple jurisdictions. Tesla's case illustrates how digital transformation directly enables circular economy models, simultaneously addressing efficiency, transparency, and

sustainability in a globalized industry (Bag et al., 2021).

In summary, sustainability outcomes are not incidental byproducts of digital transformation but central objectives that redefine how supply chains operate in the global era. By harnessing IoT, blockchain, and AI, companies can achieve a balance between economic viability, environmental stewardship, and social responsibility—ensuring that digital supply chains are resilient, future-ready, and ethically aligned with global sustainability agendas.

Discussion

This study demonstrates that digital transformation in supply chain management is most effective when blockchain, IoT, AI, and analytics are integrated within redesigned processes and compliance structures. The combined use of these technologies creates a digital ecosystem that enhances efficiency, transparency, and sustainability beyond what isolated adoption can achieve. This finding echoes earlier works by Francisco and Swanson (2018), Ben-Daya et al. (2019), and Choi et al. (2020), who emphasized the value of technological complementarity in achieving supply chain resilience.

Process re-design emerges as a critical enabler, ensuring that digital tools are not merely layered onto outdated systems but embedded into new operational routines. This supports dynamic capability theory (Teece et al., 1997), highlighting that organizational reconfiguration is necessary for long-term competitiveness. Real-world cases such as Siemens' IoT-enabled ERP and Maersk's TradeLens confirm that digital re-design both accelerates efficiency and strengthens compliance mechanisms (Treiblmaier, 2018).

The findings also show that digital compliance and governance can transform regulatory adherence into a strategic advantage. Blockchain-based smart contracts and AI-driven monitoring enable proactive compliance, reducing risks and building stakeholder trust, as demonstrated by De Beers' diamond traceability initiatives (Kouhizadeh et al., 2021).

Finally, sustainability outcomes are reinforced through digital integration. IoT reduces waste and emissions, blockchain ensures product provenance, and AI minimizes overproduction. Walmart's blockchain food traceability and Tesla's circular battery recycling illustrate how digital transformation advances the triple bottom line

(Bag et al., 2021; Sharma et al., 2020).

In summary, this study highlights that efficiency, transparency, and sustainability in global supply chains depend on the interplay between digital enablers, process re-design, and compliance mechanisms. Future research should empirically validate this framework across industries to capture its broader applicability.

CONCLUSION

This study concludes that digital transformation in supply chain management is most effective when blockchain, IoT, AI, and analytics are integrated into redesigned operational processes and reinforced by compliance mechanisms. Together, these enablers create a digital ecosystem that enhances efficiency, strengthens transparency, and supports sustainability across global networks. By aligning digital initiatives with regulatory frameworks and environmental objectives, organizations can transform supply chains from cost-driven functions into strategic, resilient, and future-ready systems.

Practical implications of this study highlight that managers should prioritize end-to-end digital integration rather than isolated technology adoption. Companies are encouraged to break down data silos, automate compliance through smart contracts, and leverage predictive analytics for demand forecasting and logistics optimization. This approach not only reduces operational costs but also builds consumer trust and ensures alignment with ESG standards.

However, this research is subject to several limitations. First, it relies solely on secondary data from the literature, which may limit the depth of empirical validation. Second, most of the cases reviewed represent large multinational corporations, leaving uncertainties regarding applicability in small and medium enterprises (SMEs). Third, the study focuses primarily on recent technological applications, without fully exploring long-term risks such as cybersecurity, data privacy, and workforce adaptation.

Based on these gaps, future research should conduct empirical investigations across diverse industries and organizational sizes to validate the proposed framework. Longitudinal studies could also assess how digital transformation impacts supply chain resilience over time, especially under disruptions such as climate events or geopolitical crises. Furthermore, integrating perspectives from behavioral and organizational

change theories may offer deeper insights into cultural readiness and workforce adaptation in digitalized supply chains.

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