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## INTEGRATING STRATEGIC MANAGEMENT PRACTICES WITH AI FOR PROACTIVE RISK MITIGATION IN GLOBAL SUPPLY CHAIN

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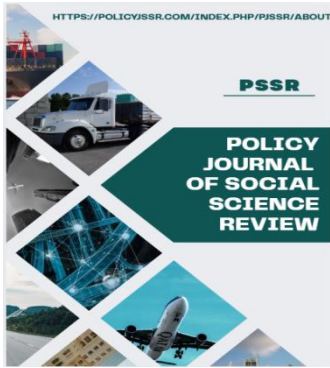
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### ABSTRACT

*Due to pandemics, geopolitical uncertainties, and environmental risks, the global supply chains have experienced unprecedented disruptions over the past years. The traditional risk management approaches such as safety stocks, and backup suppliers have reactive characteristics which are insufficient to efficiently respond to those unprecedented uncertainties. This study highlights the importance of shift towards proactive risk management approaches and presents a conceptual review. With the application of framework-based research design, the significance of AI-driven decision making is highlighted through conceptual framework. The framework conceptualizes a practical relationship between integration of AI with strategic management practices and proactive risk mitigation with supply chain visibility as mediator. Based on cross-case comparison of selected cases, this study interprets that how AI capabilities machine learning, predictive analytics and real-time monitoring can convert traditional decision-making to AI-driven decision making to ensure proactive risk mitigation. Through a structured framework, this study provides theoretical and practical contributions by extending exiting literature and enhancing AI-driven risk mitigation across global supply chains.*

**Keywords:** Artificial intelligence, strategic management practices, proactive risk, predictive analytics, supply chain visibility, risk mitigation



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## 1. Introduction

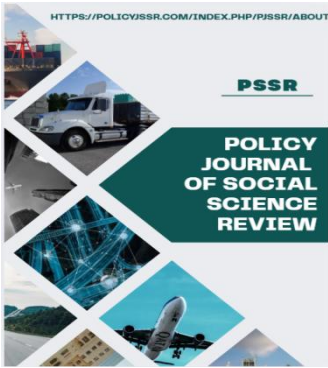
Over the past decade, global supply chains have experienced uncertainty and higher level of disruptions. After the Covid-19 pandemic, the global supply chain observed severe interruptions specifically in production, transportation, logistics and distribution networks. Additionally, the environmental and geopolitical tensions increase the uncertainty for all businesses ranging from manufacturing to service industry. Due to these global developments, the businesses are required to be able to adapt and responsive towards risks to stay competitive and achieve resilience (Nosike et al.,2024).

Traditionally, the supply chains use typical risk management approaches such as maintaining safety stock, diversification and manual performance monitoring. However, these strategies are considered as inflexible and insufficient to manage and mitigate risks in today's complex environment. The traditional approaches were reactive and provide less protection lacking predictive capabilities (Nawaz & Iqbal, 2025). To meet the requirements of dynamic and data-driven environment, businesses require more advanced technologies to make early identification of potential risks leading towards timely decision making (Parimi et al., 2024).

Artificial intelligence (AI) has emerged as a transformative element specifically for proactive risk management. However, the

effectiveness of AI in proactive risk mitigation in global supply chains supply chain doesn't only require technological capabilities but a successful integration with strategic management practices. The discipline of Strategic management provides a clear direction and resource allocation guidance essential for implementing AI-driven technologies (Asiedu, 2025). The strategic management practices enable organizations to convert AI-driven solutions into actionable steps. Without strategic alignment, AI capabilities may remain fragmented and difficult to implement effectively.

This paper aims to build a conceptual understanding of how AI and strategic management practices can be efficiently integrated to perform proactive risk mitigation in global supply chains. In addition to this, it suggests that the linkages between AI and strategy enables organizations to transform their traditional supply chains into adaptive and resilient supply chain. Typically, the organizational performance is observed in previous literature, but this research extends the literature beyond organizational performance. In highly dynamic environment, the organizations are required to adopt integrated approach to stay competitive, for better positioning and sustainable growth.



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## 2. Literature Review and Background

### 2.1 Evolution of digital transformation in supply chain management

Traditionally, the discipline of supply chain focused on stability obtained through reactive strategies and redundancy. The organizations, generally, relied on safety stocks, supplier diversification, and geographical diversification to reduce uncertainty and exposure to supply chain disruptions. However, these strategies are not responsive to uncertainties in dynamic global environment due to static and inflexible in nature. The literature on supply chain resilience highlighted the reactive approach that is the ability to bounce back after disruptions rather than preventing from disruptions. In this context, the data-driven digital transformation is considered as dynamic capability emerged in supply chain management (Spanaki et al., 2025).

With globalization, the multi-dimensional frameworks are prioritized over traditional ones to manage complex supply chain disruptions such as pandemics and geopolitical instability (Salah, 2025). As a result, the research in supply chain management has shifted towards adaptive and responsive supply chain paradigms. However, many organizations are unable to indulge into those data-driven analytical capabilities to be responsive to early detection and mitigation of supply chain disruptions.

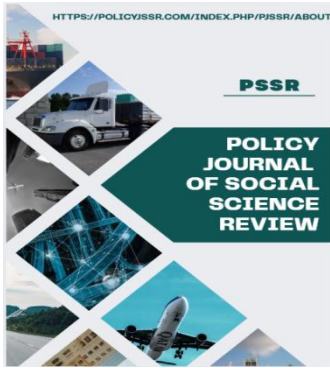
### 2.2 The emergence of AI in supply chains

After the emergence of AI, a major technological shift in global supply chains is observed as organizations moved towards autonomous decision making (Nawaz, 2026). Through the integration of strategic management practices with AI technologies such as predictive analytics and machine learning, the organizations are able to process big data in real time (Ramya et al., 2024). Compared to the traditional tools, the systems integrated with AI are designed with continuous learning and adaptation which improve strategic decision making and forecasting accuracy.

The risk identification through predictive analytics is considered as one of the significant contributions of AI. Moreover, the predictive analytic techniques mainly include regression models, machine learning and time series analysis (Kumar & Choubey, 2025). Through the integration of predictive analytics with AI systems, the system collects and combine data from various resources, applying updated algorithms and develop actionable results that ultimately enhance supply chain resilience.

### 2.3 Integrating AI with strategic management and risk mitigation

Strategic decision support is considered as the most important area in strategic management (Alyoubi, 2015). The supply chain managers are required to make strategic decisions under uncertainty which



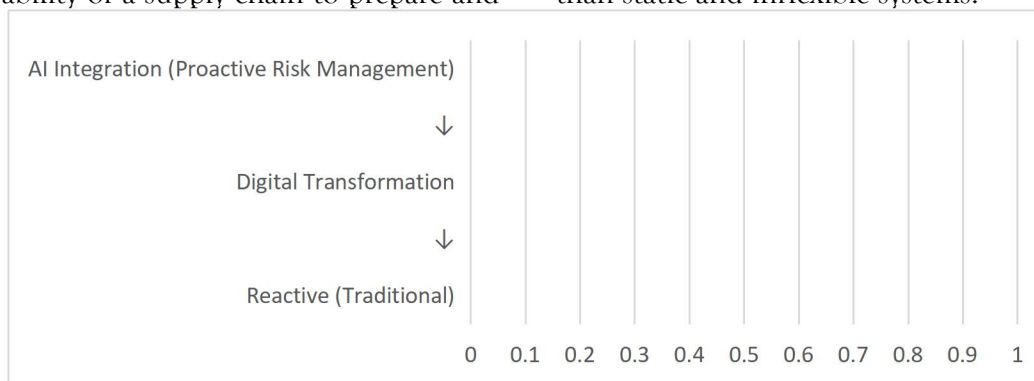
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may relevant to supplier selection and diversification, market entry timing, capacity expansion, forecasting, and inventory positioning. With the application of AI tools such as simulation techniques and optimization models, the supply chain managers can have support to make quick and accurate decisions. The supply chain managers can effectively allocate the resources and minimize the risk exposure through the use AI-generated results along with managerial intuitions. Furthermore, the supply chain resilience is considered as a strategic priority by global supply chain managers in recent years. The concept of resilience can be described as the ability of a supply chain to prepare and

respond to disruptions and to make a quick and cost-effective recovery (Tukamuhabwa et al., 2015). In addition to this, the strategic management practices including supplier diversification, strategic partnerships, continuous adaptation and contingency planning are necessary for supply chain resilience. The “Previous academic studies have demonstrated that AI improves the above-mentioned practices by enhancing visibility across the supply chains, provides real-time monitoring of suppliers’ performance and assist in becoming adaptive and responsive. Consequently, the intelligent resilience systems are built in the organization rather than static and inflexible systems.



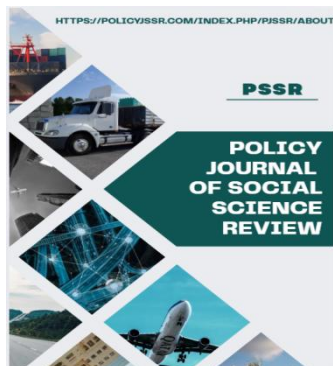
*Figure 1 Growth by Reactive to Pre-emptive Risk- Management*

## 2.4 Research Gap

Despite the growing literature of AI in the field of supply chain management, there are several research gaps which can be observed. The existing academic literature mainly focuses on operational efficiency in relevance with AI rather than integration

of strategic management. AI is commonly considered as technological tool and not treated as strategic capability.

In addition to this, a limited literature is available to prove how strategic management practices such as long-term planning, the use of appropriate capability,



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governance, and strategic alignment can be successfully integrated with AI technology

to achieve proactive risk mitigation.

**Table 1**

*The key summary of the roles and their constructs*

Construct	Description	Role in Study the variables	Supporting Literature Insight
Strategic Management Practices	Planning, forecasting, partnerships, resource allocation	Independent	Enables structured decision-making
Artificial Intelligence Competences	Machine learning, predictive analytics, real-time data processing	Independent	Enhances prediction and automation
Supply Chain Prominence	Real-time tracking, transparency, monitoring	Mediating	Improves information flow and early detection
Proactive Risk Mitigation	Early identification and prevention of risks	Dependent	Leads to resilience and reduced disruptions

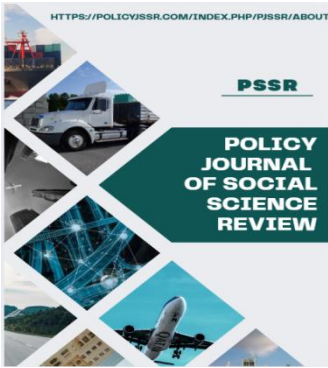
### 3. Methodology

#### 3.1 Research Design

This paper uses a qualitative multiple case research design and a conceptual review. The objective is to compare the organizational strategies, the use of AI tools and the resulting risk mitigation in the selected organizations. Through an in-depth cross-case comparison, this study will strengthen findings and provide analytical depth. The primary focus of this paper is to develop a link between theory and practical implications. Moreover, this study will construct an actionable conceptual framework backed by a thorough literature review. This study does not conduct any empirical testing or quantitative research.

#### 3.2 Synthesizing the relevant literature

The literature review focuses on reviewing recent studies and applied research on supply chain risk management, strategic management practices, supply chain resilience, AI capabilities, and risk management. Moreover, the literature was obtained using several keyword combinations mainly include AI and strategic management, predictive analytics in inventory, machine learning demand forecasting, and digital supply chain visibility. The synthesis of literature emphasizes on digital transformation, AI capabilities having potential to integrate and risk categories.



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### 3.3 Case Illustration Selection

As mentioned above, the case-study approach is used in this study and cases from Amazon, DHL, and Unilever are analysed to convert conceptual framework into practice. Though the study is highlighting the risk mitigation in global supply chains, the cases were selected on the basis of large supply chains and their successful implementation of AI-enabled decision making. The cases were studies with the aim to present illustrative and interpretive conclusions rather than generalizing the framework.

### 3.4 Limitations

In this section, the limitations of the study are briefly presented. The study adopts the secondary data to analyse the conceptual framework that may require further empirical validation by the use of primary data. Future research can extend the knowledge relevant to suggested framework by conducting empirical studies. On the other hand, this study is not industry-specific that can be explored by future researchers by taking industry specific strategies and applications to conclude the AI-driven risk mitigation. The conceptual framework shows how supply chain exposure, proactive risk reduction, AI capabilities, & strategic management techniques are causally related. By resource allocation, leadership support, and planning, strategic management techniques offer the organizational framework for AI

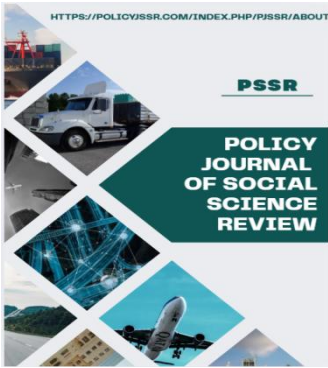
deployment. Real-time analysis and forecasting are made possible by AI skills, such as machine learning and predictive analytics, which improve operational responsiveness. Supply chain visibility serves as a mediator between proactive risk reduction outcomes and technology and strategic capabilities. Organizations can reduce operational uncertainty by detecting problems early, improving coordination, and implementing prompt actions thanks to increased visibility.

### 4. Conceptual Framework

This section highlights a conceptual framework that will give insight of integration of strategic management practices and AI applications for proactive risk mitigation in global supply chains. The conceptual framework consists of four characteristics: strategic management practices, AI capabilities, supply chain visibility and proactive risk mitigation. The four characteristics of framework are considered as steps which are highly integrated with each other and also provide proactive risk mitigation and supply chain resilience.

#### 4.1 Strategic Management Practices

Strategic management practices are the first step of the framework and form foundation. These mainly include strategic planning, demand forecasting, supply chain partnerships and collaboration, focused and data-driven decision-making, resource allocation, and monitoring of



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supplier performance (Onaghinor, 2022). These strategic management practices direct how global organizations construct their supply chain operations and react to disruptions. However, the decision-making process was relatively slower and based on precious data in traditional system that minimize the responsiveness to uncertainties and disruptions. The framework is based on strategic management techniques. These consist of resource allocation, supply chain cooperation, demand forecasting, strategy planning, and supplier performance tracking. These procedures direct how businesses handle supply chain operations and react to interruptions. Traditional decision-making methods, however, were less sensitive to uncertainty since they were slower and mostly dependent on past data. Digital transformation tactics, efficient resource allocation, and leadership support are all necessary for the successful application of AI. These elements assist companies in coordinating operations more effectively, increasing adaptability and competitiveness in international supply chains, and coordinating the use of AI with long-term business objectives.

## 4.2 AI Capabilities

Strategic management techniques and successful results in international supply chains are shown to be significantly facilitated by artificial intelligence. Machine learning (ML), predictive analytics,

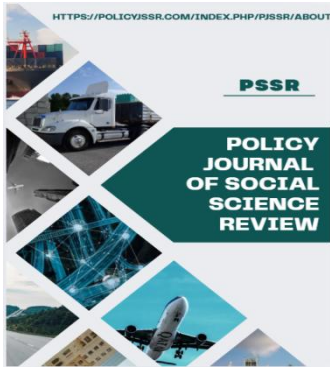
and real-time data processing are examples of AI capabilities that help supply chain managers analyze vast amounts of structured and unstructured supply chain data (Paramesha, 2024). The aforementioned AI tools help businesses anticipate interruptions, spot hidden supply chain hazards, and automate strategic decision-making procedures. As a result, businesses make decisions more quickly and accurately.

Additionally, by facilitating quicker reactions to operational uncertainty and market swings, AI capabilities improve strategic agility. Demand forecasts and inventory positioning are more accurate thanks to adaptive forecasting systems' constant learning from updated data. Organizations can react quickly to supply chain interruptions including supplier breakdowns, transportation delays, and geopolitical uncertainty thanks to real-time monitoring technologies. Therefore, in extremely dynamic business situations, AI-driven systems facilitate proactive and adaptable decision-making.

## 4.3 Supply Chain Visibility

This study is using supply chain visibility as mediating variable shown in conceptual framework. Supply chain visibility is critical factor to exhibit the relationship between other variables as this ensures transparency across all of the levels of global supply chains. While integrating AI with strategic management practices, the organizations

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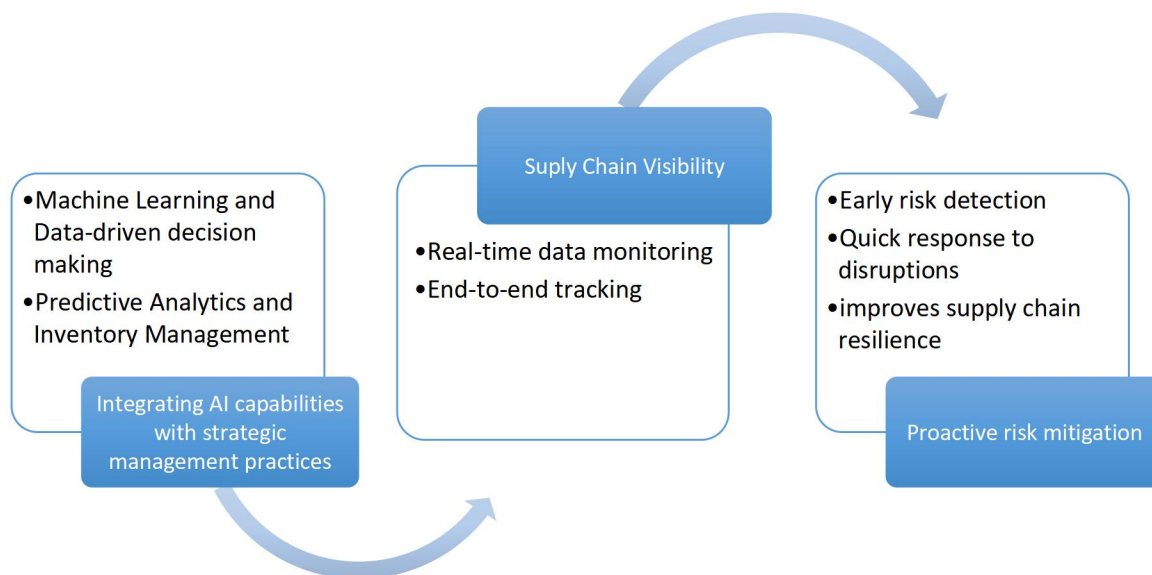
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are able to achieve real-time and in-depth information of supplier performance, levels of inventory and logistics disruptions. With the increase in supply chain visibility, the organizations are fully able to make early detections of risks which ultimately reduces the uncertainty (Aljohani, 2023).

#### 4.4 Proactive Risk Mitigation

Proactive risk mitigation can be described as the ability of organizations to identify, prevent, and minimize risks before they turn into major operational failures. In the

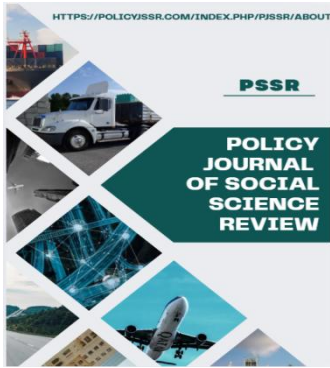
context of global supply chains, this involves early risk detection, faster response systems, and enhanced sustainability and resilience to manage operational, environmental and geopolitical uncertainties. The conceptual framework of the study suggests that organizations with strong integration of strategic management practices and AI are more vulnerable towards proactive risk mitigation.



**Figure 2: Strategic integration with AI for proactive risk mitigation**

Fig. 3 exhibits the conceptual framework for proactive risk mitigation based on integration of artificial intelligence with

strategic management practices in the global supply chain. The successful adoption of each step of framework will



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positively affect the next such as the integration of AI capabilities and strategic practices will enhance supply chain visibility that leads towards proactive risk mitigation. However, the conceptual framework emphasizes an equal importance of both AI-driven decision making and the irreplaceable human role towards strategic decision making.

## 5. Case Examples: Practical applications of AI in supply chains

This section discusses the case examples of global companies to provide practical insights as companies such as Amazon, DHL and Unilever are integrating AI capabilities into their strategic management practices to achieve proactive risk mitigation and supply chain resilience. These case examples exhibit how AI is indulging into strategic decision making by the global organization to achieve high operational efficiency and reduce supply chain disruptions.

### 5.1 Amazon: AI in Inventory Strategy

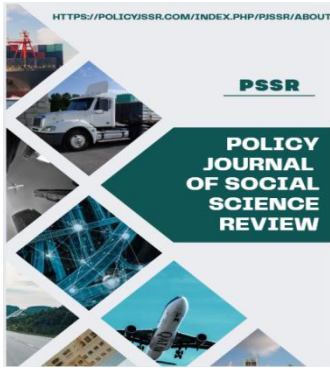
Amazon is considered as one of the world's largest organizations having complex distribution networks which make it highly exposed to disruptions and uncertainties. Due to high exposure to uncertainties, the organization experiences several risks ranging from changes in demand, labour shortages and transportation disruptions. For the proactive risk mitigation, Amazon has established several AI technologies to support strategic decision making.

Inventory management is critical practice in strategic decision making that requires accurate demand forecasting and data-driven decision making. While integrating AI technologies, Amazon uses machine learning algorithms to analyse customer data, sales history, inventory optimization, and also external environmental factors to achieve accuracy in demand forecasting. In addition to this, Amazon implemented Automated Machine Learning (AutoML) for accurate demand forecasting that boost accuracy by up to 40% (Al Alamin & Uddin, 2024). Consequently, Amazon reduces the risk of stockouts and excess inventory. In addition to this, this integration saves resources such as cost and time and reduce waste that is a distinct sustainability goal.

Furthermore, the integration of demand forecasting in inventory management through predictive analytics is achieved by Amazon to enhance forecast accuracy. The suitable adoption of AI capabilities enables Amazon to do real-time decision making towards supply chain

### 5.2 DHL: AI for Risk Detection and Supply Chain Visibility

DHL is recognized as the one of the world's largest logistic providers having several complexities in its logistics. DHL employs real-time tracking and machine learning to achieve logistics optimization for parcel deliver. On the other hand, predictive risk alert is implemented to



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achieve early detection of disruptions such as Resilience360 platform provides assistance in monitoring global environmental and political risk factors (Bambhroliya et al., 2024). Through this platform, DHL is able to have predictive insights to reroute its shipments and minimize logistics disruptions (DHL, 2018). In smart warehouses, the real-time inventory tracking is used by DHL that minimizes risk and enhance supply chain visibility.

### 5.3 Unilever: AI in supplier risk management

Unilever made a heavy investment in the adoption of AI capabilities with the aim to meet the environmental and operational challenges of global supply chains (Zhao, 2025). To mitigate the disruptions and meet its sustainability goals, Unilever uses several AI models to achieve accuracy in

#### Table 2

*AI Integration in global supply chains*

Company	Strategic Practice	AI Capability	Risk Benefit
Amazon	Inventory Management	AI-driven demand forecasting (AutoML)	Reduced stockouts and excess inventory
DHL	Logistics network optimization	Route optimization (real-time data)	Reduced delivery delays
Unilever	Supplier diversification strategy	Supplier risk analytics	Identification of high-risk suppliers and reduced supplier disruptions

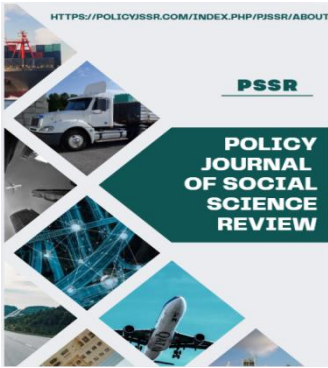
### 5.4 Cross-Case Insights

After reviewing all selected case studies, some implications are highlighted in this section based on common grounds. Firstly,

inventory positioning and minimize waste. Unilever applies data analytics to monitor supplier risks that enhances identification of supplier risk. Unilever integrates AI technologies to identify high-risk suppliers with the aim to achieve transparency in supply chain (Kumar, 2025).

On the other hand, Unilever uses machine learning models to enhance demand sensing and minimize inventory costs across its global supply chain. With the emergence of sustainability, the demand patterns are shifted towards traditional products to ethical products; AI tools such as predictive analytics and machine learning are better integrated to comply with customer demand. Through successful implementation, Unilever has achieved efficiency, supply chain resilience and sustainability across its global supply chains (Choi et al., 2018).

the integration of AI with strategic management practices gives dual benefits in the form of proactive risk mitigation and



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reducing costs and waste. Amazon, DHL and Unilever are indulging

AI into their strategy to be more competitive and resilient along with being proactive. Secondly, the companies highly understand the importance of resilience to sustain in competitive environment and highly responsive to major disruptions whether operational, environmental or political. Finally, AI doesn't replace the human as leadership and strategic decision making require human capabilities. While discussing global supply chains, the supply chain managers interpret the outputs from AI and apply to the real environment.

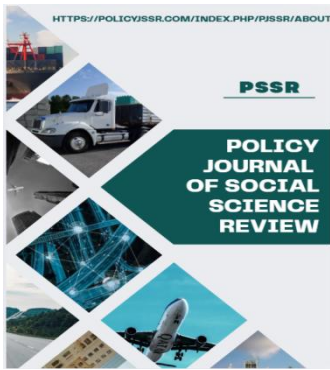
These case examples assist the conceptual framework of the study by providing the empirical base. This is emphasized that artificial intelligence has practical implications along with theoretical base to mitigate the risk in global supply chains. The results obtained from case study analysis are summarized in table 1. Additionally, Table 1 illustrates how global supply chains integrate AI capabilities into their strategic management practices to achieve risk benefits. Although the companies are varying in integration, the common risk benefits can be observed such as reduced disruptions relevant to inventory, logistics and suppliers that ultimately reduce waste and enhance supply chain resilience. While studying case studies from different sectors, this is

stated that AI integration is not limited to only one sector.

## 6. Discussion

This section highlights the major findings of paper with the presentation of significant implications. As a fundamental approach, this study suggests that only technology is not sufficient for proactive risk management in global supply chain, but the integration of AI is essential. However, the organizations are required to align their long-term strategic goals with AI capabilities especially machine learning and predictive analytics to be highly responsive to global supply chain disruptions.

Furthermore, the conceptual framework highlights the importance of risk management transformation from reactive (redundancies) to proactive (early detection). Traditionally, the organization respond after the occurrence of supply chain risks moving towards operational inefficiencies and financial losses. Comparatively, the organizations adopting AI-driven technologies are able to move towards early risk detection through several machine learning, predictive analytics, real-time performance monitoring tools. This transformation from reactive to practice allows global supply chains to adopt preventive strategies demand forecasting, supplier diversification and reconfiguration of logistics.



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Assessment of supply chain resilience is observed through different case studies presented in the paper that recommends organizations to integrate their strategic management practices with AI capabilities to maximize supply chain resilience. Through supply chain resilience, the organizations are able to be highly responsive and adaptive to market changes. The conceptual framework of this study also develops a positive relationship between proactive risk management and supply chain resilience.

The results of this study also make a substantial contribution to theoretical advancement, especially with regard to Dynamic Capability Theory and the (RBV). According to Dynamic Capability Theory, companies can recognize, adjust to, and react quickly to supply chain disruptions and environmental uncertainties by integrating AI capabilities with strategic management techniques.

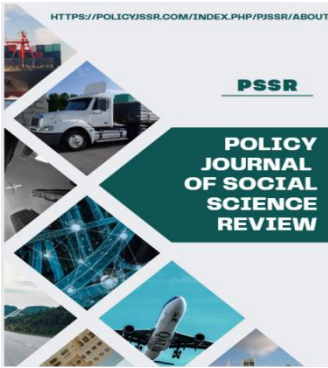
In a similar vein, the results provide credence to the Resource-Based View by indicating that AI capabilities can become significant organizational resources that are hard for rivals to copy when combined with strategic management techniques. Technological proficiency, leadership support, and strategic alignment all work together to produce long-term competitive advantages. Consequently, the integration of AI technologies with strategic management techniques enhances

organizational robustness, operational effectiveness, and In a similar vein, the results provide credence to the Resource-Based View by indicating that AI capabilities can become significant organizational resources that are hard for rivals to copy when combined with strategic management techniques. Technological proficiency, leadership support, and strategic alignment all work together to produce long-term competitive advantages. Thus, organizational resilience, operational effectiveness, and long-term competitiveness in global supply chains are strengthened when AI technologies and strategic management techniques are combined.

The findings of this paper also provide a significant contribution within its theoretical perspective. The results expand knowledge towards dynamic capabilities theory by initializing the combined use of strategic management practices and AI capabilities. On the other hand, this is suggested that both AI capabilities and identified strategic management practices facilitate each other. Combining both can have a positive impact on competitive advantage that supports and extends the theory of resource-based view.

## 7. Conclusion

This study analysed the combined contribution of strategic management practices and AI capabilities towards proactive risk mitigation in global supply



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chains. Through this study, artificial intelligence is recognized as strategic tool not just as technological tool to achieve proactive risk mitigation and resilient supply chains. The traditionally acceptable approaches of risk management are not considered as applicable to complex and uncertain business environment. The findings of this study suggest that organizations must move towards a forward-looking perspective to compete in complex business environment and a successful integration of AI into strategy is the only solution.

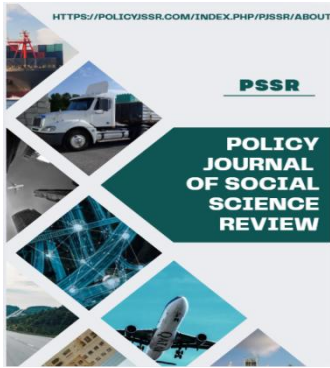
The supply chain relevant strategic management practices are explored in this study which include inventory management, scenario planning, demand forecasting, supplier diversification and strategic agility. However, the above-mentioned strategic practices are not sufficient to manage the risk associated with the complex supply chain disruptions. Combining those practices with AI capabilities such as proactive analytics for early identification of risk and real-time performance monitoring ensure proactive risk mitigation and supply chain resilience. The case studies of Amazon, DHL and Unilever are taken as examples to prove practicality of AI-driven risk management along with strategic management practices. Collectively, these companies are indulging AI into their strategy to achieve positive results in the form of early risk detection,

enhances responsiveness to disruptions and improves resilience. Similarly, the speed and accuracy are achieved that saves resources and enhance competitiveness.

Furthermore, the case study results indicate that AI capabilities strengthen the relationship between strategic management practices and proactive risk mitigation by enhancing supply chain visibility. The successful integration ultimately improves supply chain resilience, enhances competitiveness and organizational performance.

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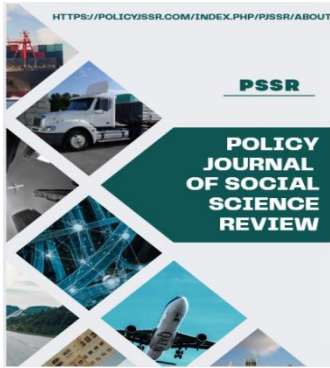
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