Leveraging Artificial Intelligence for Resilient and Sustainable Supply Chains

Sonia KHERBACHI *, Naima BENKHIDER **, Nassim KEDDARI***

* LRMTQ, FSECSG, University of Bejaia, 06000 Bejaia, Algeria.

** LRMTQ, FSECSG, University of Bejaia, 06000 Bejaia, Algeria.

***FSECSG, University of Bejaia, 06000 Bejaia, Algeria.

Abstract:

This narrative synthesis explores how artificial intelligence enhances supply chain resilience and sustainability. Drawing on the work of Riad, Naimi, and Okar (2024), Cohen and Tang (2024), and twelve additional key studies, the paper integrates theory and empirical insights. Using a thematic review approach, it examines predictive analytics, digital twins, autonomous systems, and collaborative networks. Findings highlight the critical role of organizational readiness, technological infrastructure, and ethical governance. The study recommends fostering cross-functional AI strategies, investing in digital capabilities, and aligning innovation with sustainability goals, while identifying future research directions in AI-driven supply chain transformation.

Keywords: Artificial Intelligence, Supply Chain Resilience, Sustainability, Predictive Analytics.

Résumé :

Cette synthèse narrative explore comment l'intelligence artificielle (IA) renforce la résilience et la durabilité des chaînes d'approvisionnement. En s'appuyant sur les travaux de Riad, Naimi et Okar (2024), de Cohen et Tang (2024), ainsi que sur douze autres études clés, l'article intègre des perspectives théoriques et empiriques. À travers une revue thématique, il examine les analyses prédictives, les jumeaux numériques, les systèmes autonomes et les réseaux collaboratifs. Les résultats soulignent le rôle essentiel de la préparation organisationnelle, de l'infrastructure technologique et de la gouvernance éthique. L'étude recommande de promouvoir des stratégies d'IA transversales, d'investir dans les capacités numériques et d'aligner l'innovation sur les objectifs de durabilité, tout en identifiant des pistes futures de recherche sur la transformation des chaînes d'approvisionnement par l'IA.

Mots-clés : Intelligence artificielle, Résilience de la chaîne d'approvisionnement, Durabilité, Analyse prédictive.

الملخص:

تستعرض هذه الدراسة السردية كيفية تعزيز الذكاء الاصطناعي لمرونة واستدامة سلاسل الإمداد. تستند إلى أعمال رياض، نعيمي، وأوكار (2024)، وكوهين وتانغ (2024)، بالإضافة إلى اثنتي عشرة دراسة محورية أخرى، حيث تدمج الورقة بين الرؤى النظرية والتجريبية. ومن خلال مراجعة موضوعية، تتناول التحليلات التنبؤية، التوائم الرقمية، الأنظمة المستقلة، والشبكات التعاونية. وتُظهر النتائج الدور الحاسم لاستعداد المؤسسات، والبنية التحتية التكنولوجية، والحَوْكمة الأخلاقية. توصي الدراسة بتطوير استراتيجيات ذكاء اصطناعي شاملة، والاستثمار في القدرات الرقمية، ومواءمة الابتكار مع أهداف الاستدامة، مع تحديد اتجاهات البحث المستقبلية في مجال تحوّل سلاسل الإمداد المدفوعة بالذكاء الاصطناعي.

الكلمات المفتاحية :الذكاء الاصطناعي، مرونة سلسلة الإمداد، الاستدامة، التحليلات التنبؤية.

1. Introduction

The past decade has witnessed an unprecedented acceleration in global trade, characterized by increasingly complex, geographically dispersed supply networks. While globalization and digitalization have fostered operational efficiencies, they have also introduced vulnerabilities that manifest in

every tier of the supply chain. Natural disasters, such as the 2011 Tōhoku earthquake and tsunami, as well as geopolitical disruptions like Brexit and the COVID-19 pandemic, have underscored the fragility of tightly coupled, just-in-time systems (Ivanov & Dolgui, 2021; Pettit, Fiksel, & Croxton, 2010). As these events rippled through manufacturing plants, ports, and last-mile delivery, organizations confronted cascading shortages, cost overruns, and reputational damage (Sheffi & Rice, 2005). Concurrently, mounting environmental and social pressures have compelled firms to reconcile resilience with sustainability objectives (Seuring & Müller, 2008). Regulatory mandates on carbon emissions, consumer demand for ethically sourced products, and investor scrutiny of environmental, social, and governance (ESG) performance have raised the bar for supply chain management. Traditional risk-management practices, which are primarily focused on redundancy or single-point recovery, offer limited guidance for balancing robustness with lean operations (Christopher & Peck, 2004; Blackhurst, Dunn, & Craighead, 2011).

Against this backdrop, Artificial Intelligence (AI) has emerged as a transformative force, offering the potential to shift supply chains from reactive firefighting to proactive orchestration. AI's data-driven capabilities, from predictive analytics to autonomous robotics, promise greater visibility, agility, and optimization across planning, execution, and recovery phases (Seuring & Müller, 2008). Early adopters report tangible benefits, including improvements in demand-forecast accuracy of up to 30%, logistics cost reductions exceeding 15%, and a nearly one-third reduction in recovery time post-disruption (Cohen & Tang, 2024; Wang et al., 2019). However, these successes coexist with significant challenges in data integration, organizational readiness, and ethical governance (Jobin, Ienca, & Vayena, 2019; IBM Institute for Business Value, 2021).

This paper advances the discourse by weaving together insights from two recent studies, Riad, Naimi, and Okar's conceptual framework for AI implementation (2024) and Cohen and Tang's empirical analysis of AI impacts (2024), with a broader corpus of foundational and contemporary research. Drawing on Dynamic Capabilities Theory (Teece, 2007) and the Resource-Based View (Barney, 1991), we position AI not merely as a technological add-on but as a strategic asset that reconfigures a firm's competencies. Our narrative proceeds as follows: Section 2 establishes the conceptual foundations. Section 3 outlines the research methodology, detailing the narrative synthesis and thematic analysis that guide the study. Section 4 presents comparative case insights from multiple industries, illustrating how AI technologies are operationalized across diverse contexts. Section 5 identifies key implementation challenges and policy gaps, including issues related to data quality, talent shortages, and the governance of algorithms. Section 6 proposes an integrative policy and managerial framework to support AI-enhanced supply chain resilience. Finally, Section 7 concludes the paper by synthesizing core findings and offering practical recommendations for both researchers and practitioners.

By offering a multi-layered narrative that spans theory, empirical data, and real-world applications, this study seeks to guide both scholars and supply chain managers in harnessing AI for resilient and sustainable supply chain design. In doing so, we underscore that the journey toward resilience is not solely about technology adoption but about aligning people, processes, and policies around a shared vision of agility and responsibility.

2. Conceptual Foundations

Supply chain resilience (SCR) and sustainability have emerged as dual imperatives in supply chain management. SCR denotes a network's capacity to anticipate, absorb, and recover from disruptions while maintaining critical functions (Ponomarov & Holcomb, 2009). Sustainability, by contrast, involves long-term environmental stewardship, social responsibility, and economic viability (Seuring & Müller, 2008). Scholars argue that resilient practices, such as redundancy and flexible sourcing, can complement sustainability goals by minimizing waste during disruptions, though tensions remain between lean operations and buffer-based risk mitigation (Blackhurst, Dunn, & Craighead, 2011; Christopher & Peck, 2004).

Theoretical frameworks provide a foundation for examining how organizations mobilize resources and capabilities in uncertain environments. Dynamic Capabilities Theory emphasizes a firm's ability to sense change, seize opportunities, and reconfigure its resources and capabilities (Teece, 2007). In contrast, the Resource-Based View emphasizes AI as a strategic resource that can foster a sustained competitive advantage when integrated effectively (Barney, 1991). Together, these lenses justify investments in digital infrastructure and talent development, which are critical for AI-driven resilience (McKinsey, 2022).

AI technologies have evolved from basic automation to sophisticated machine learning (ML), natural language processing (NLP), computer vision, and digital twins. Machine learning (ML) enhances the accuracy of demand forecasting and anomaly detection (Chopra & Sodhi, 2014; Wang et al., 2019). Natural language processing (NLP) extracts sentiment and risk signals from unstructured data sources, while computer vision supports quality control in manufacturing (Wamba-Taguimdje et al., 2020). Emerging technologies, such as digital twins, enable scenario planning under stressors (Grieves & Vickers, 2017; Tao et al., 2018), while blockchain enhances supply chain transparency and contractual automation (Kouhizadeh, Saberi, & Sarkis, 2021).

Empirical studies document pronounced benefits from AI adoption: inventory cost reductions of up to 20%, service-level improvements exceeding 60%, and carbon emission decreases through optimized routing (Alaa et al., 2022; Cohen & Tang, 2024; Wang et al., 2019). Leading firms, such as Siemens and Maersk, report 30% faster recovery times and double-digit improvements in asset utilization following the implementation of AI-enabled digital twins and scheduling (Siemens AG, 2023; Maersk Annual Report, 2023).

Despite these advances, significant barriers obstruct AI integration. Data silos, inconsistent quality, and legacy system constraints hamper end-to-end visibility (IBM Institute for Business Value, 2021). Skills gaps in data science and change-averse cultures further delay deployment (Kotter, 1996; McKinsey, 2022). Additionally, ethical and regulatory concerns—particularly those related to algorithmic bias, privacy, and data ownership—necessitate governance frameworks such as the EU AI Act and IEEE's Ethically Aligned Design (Jobin, Ienca, & Vayena, 2019; IEEE, 2020).

This literature review highlights both the promise of AI in forging resilient and sustainable supply chains and the multifaceted challenges that necessitate coordinated technological, organizational, and policy responses. In the next section, we examine specific AI technologies and mechanisms that operationalize these concepts.

3. Research Methodology

This study adopts a narrative synthesis approach to examine the integration of artificial intelligence (AI) within global supply chains, with a focus on resilience and sustainability. Narrative synthesis is well-suited for capturing and interpreting diverse forms of evidence,

allowing for the integration of conceptual frameworks and empirical case studies across multiple sectors.

The core data sources include two seminal works, Riad et al. (2024), which offers a theoretical framework, and Cohen & Tang (2024), which provides empirical field evidence, supplemented by twelve additional peer-reviewed articles. These were selected through purposive sampling, targeting studies that explicitly addressed AI applications in supply chain resilience or sustainability.

Data were analyzed using thematic content analysis. A three-phase coding process was employed: first, open coding was used to identify initial concepts and observations across the studies; second, axial coding explored relationships and linkages between categories; and third, selective coding distilled the analysis into three dominant thematic areas, predictive logistics and routing, demand forecasting and procurement agility, and recovery-oriented manufacturing resilience.

The methodological design emphasizes cross-contextual synthesis, drawing on case studies from varied geopolitical and industrial environments. This approach ensures the resulting framework reflects both generalizable insights and context-specific nuances, providing a robust foundation for understanding AI's role in transforming supply chain systems.

4. Comparative Case Insights from Industry Applications

Artificial intelligence (AI) is reshaping global supply chains by enabling more adaptive, resilient, and sustainable operations. Building on the synthesized insights from Riad et al. (2024) and Cohen & Tang (2024), alongside cross-sectoral case studies, this section presents comparative industry examples that illustrate how AI-driven solutions are operationalized in practice. By examining applications across varying geopolitical and industrial contexts, the analysis highlights differentiated approaches to common challenges. The discussion is organized around three emergent themes: predictive logistics and routing, agile demand forecasting and procurement, and recovery-focused manufacturing resilience.

4.1 AI for Predictive Logistics: DHL vs. Maersk

DHL, a global logistics provider, implemented machine learning (ML) algorithms to optimize last-mile delivery routes across European cities. By integrating real-time traffic data, historical delivery records, and weather conditions, DHL reduced delivery times by 20% and fuel consumption by 12% (Riad et al., 2024). Predictive routing not only improves efficiency but also enhances resilience against urban congestion and environmental uncertainty.

In parallel, Maersk, a leader in maritime shipping, leveraged AI-enabled scheduling and port optimization algorithms to mitigate delays caused by the COVID-19-induced port congestion crisis. As Cohen & Tang (2024) note, Maersk's system improved port turnaround times by up to 30% and decreased demurrage costs by over 18%. These gains resulted from the system's ability to reassign docking schedules dynamically, predict high-traffic periods, and suggest alternative port entries during logistical bottlenecks.

Comparison reveals that while DHL focuses on urban last-mile efficiency, Maersk addresses macro-scale disruptions through dynamic replanning. Both rely heavily on digital twins and real-time analytics. In both cases, resilience is achieved not just by mitigating current risks but by anticipating and circumventing future disruptions, hallmarks of AI's contribution to predictive resilience (Grieves & Vickers, 2017; Tao et al., 2018).

4.2 AI in Demand Forecasting and Procurement: Walmart vs. Moroccan Health System

Retail behemoth Walmart's investment in AI-driven demand forecasting exemplifies mature-market application of advanced analytics. Cohen & Tang (2024) report that Walmart's ML models, trained on point-of-sale data, social sentiment, seasonal variables, and economic trends, have led to a 50% reduction in stockouts and a 10% increase in inventory turnover. The predictive accuracy of these models enables Walmart to adjust procurement volumes on a weekly basis, often down to the individual SKU level.

In contrast, the Moroccan public health system introduced a simpler AI-based forecasting system to manage the distribution of vaccines and critical drugs during pandemic surges. As noted by Riad et al. (2024), this system improved delivery accuracy by 35%. It reduced wastage due to expiry by 20%, primarily because it effectively matched real-time demand estimates with supply chain constraints, such as cold chain availability and rural outreach capacity.

This juxtaposition of a high-tech retail application and a resource-constrained public health system highlights the flexibility of AI. Whereas Walmart's system is built for micro-granularity and scale, Morocco's healthcare AI emphasizes contextual adaptability and supply justice. Both underscore AI's potential to strike a balance between efficiency, equity, and access.

4.3 AI-Enabled Recovery and Manufacturing Resilience: Automotive vs. TSMC

In the European automotive sector, AI was deployed to enhance predictive maintenance across multiple plants. As Riad et al. (2024) describe, German auto manufacturers utilized sensor fusion, anomaly detection, and machine learning diagnostics to predict machine failures, resulting in a 25% reduction in downtime and a 15% improvement in yield. These AI systems were tightly integrated into ERP platforms, enabling the delivery of just-in-time alerts and maintenance scheduling.

Conversely, Taiwan Semiconductor Manufacturing Company (TSMC) applied AI not for predictive maintenance, but for rerouting the supply chain during geopolitical disruptions in the semiconductor value chain. Cohen & Tang (2024) detail how TSMC used AI to identify alternate suppliers, recalibrate supply schedules, and simulate the impact of rerouting on chip yield and delivery. These strategies enabled TSMC to maintain an on-time delivery rate above 95% despite global shortages in 2021–2022.

While both firms operate in high-precision, high-risk manufacturing sectors, their use of AI diverges. Automotive AI investments focus on internal process continuity, whereas TSMC's use case revolves around external adaptability and network resilience. This contrast underscores the importance of aligning an AI strategy with the organization's specific risk profile and critical failure points.

4.4 Cross-Case Quantitative Comparison

To synthesize insights across the diverse industry cases, Table 1 summarizes the key AI-driven performance outcomes from each organization, highlighting sector-specific applications alongside measurable impacts.

Table 1: AI-Driven Outcomes Across Sectors: Comparative Insights from Industry Applications

Company/System	Sector	AI Focus	Key Outcome Metrics
DHL	Logistics	Predictive routing	-20% delivery time; -

			12% fuel cost
Maersk	Shipping	Dynamic port scheduling	+30% turnaround; -18% demurrage costs
Walmart	Retail	Demand forecasting	-50% stockouts; +10% inventory turnover
Morocco Health Dept.	Public Health	Vaccine forecasting	+35% accuracy; -20% wastage
German Auto Firms	Automotive	Predictive maintenance	-25% downtime; +15% yield
TSMC	Semiconductors	Resilient procurement	95 %+ on-time delivery despite disruption

Source: Compiled and adapted from Riad et al. (2024) and Cohen & Tang (2024).

This comparative overview reveals several critical patterns:

First, AI-driven solutions consistently deliver significant efficiency gains and cost reductions across sectors. For example, DHL's route optimization and Maersk's dynamic scheduling both improved turnaround times and reduced operational costs, demonstrating AI's capacity to enhance logistics resilience at micro and macro scales.

Second, demand forecasting and procurement AI applications, as demonstrated by Walmart and Morocco's health system, enhance resource alignment, minimizing stockouts and wastage while adapting to vastly different operational contexts, ranging from high-volume retail to constrained public health environments.

Third, in manufacturing, AI's role bifurcates between internal process optimization, like German automakers' predictive maintenance, and external supply chain adaptability, as exemplified by TSMC's strategic rerouting during geopolitical disruptions. Both approaches contribute to sustained operational continuity but target distinct vulnerabilities.

Overall, the data underscore that AI's transformative impact is not confined to specific industries but manifests through enhanced predictive capacity, dynamic adaptation, and decision-making that prioritizes resilience. These cross-case quantitative metrics validate the theoretical and qualitative insights presented earlier, reinforcing AI as a critical enabler of resilient and sustainable supply chains.

4.5 Lessons Learned and Strategic Recommendations

Several strategic implications emerge from the comparative case analyses. First, data infrastructure is a fundamental enabler of AI success. Firms like Walmart and Maersk have achieved significant benefits through robust data governance, real-time sensor inputs, and interoperable platforms. In contrast, organizations in emerging economies or smaller firms must focus on scalable, modular AI solutions that can operate effectively even with limited or sparse data.

Second, resilience requires adaptability beyond mere efficiency. Traditional lean practices often fail under stress, whereas AI facilitates dynamic resource allocation and built-in redundancy, both of which are critical for absorbing shocks and maintaining continuity (Christopher & Peck, 2004).

Third, the Moroccan health system case highlights the importance of contextual customization, demonstrating that AI solutions

must be tailored to local realities, especially in resource-constrained settings where flexibility and equity are paramount.

Fourth, policy and ethical considerations must keep pace with technological advances. While AI's return on investment is evident, governance frameworks must address issues such as algorithmic bias, data privacy, and the responsible use of AI technologies, as emphasized in the literature (Jobin et al., 2019) and regulatory initiatives, including the EU AI Act.

Fifth, a hybrid AI strategy is the optimal approach. Combining AI-driven operational foresight, such as predictive analytics, with AI-enabled structural resilience measures like supply network reconfiguration creates synergistic advantages, enhancing both responsiveness and robustness.

Drawing from these cases, the integrated analysis of case studies across different sectors and geographies shows that AI adoption is not merely a technological upgrade but a comprehensive transformation involving organizational change. Firms that invest strategically, not only in AI tools but also in change management, data infrastructure, and cross-functional coordination, will be better equipped to thrive in an increasingly volatile global environment.

The following section examines the primary challenges firms encounter when implementing AI for supply chain resilience and provides policy recommendations to address capability gaps.

5. Implementation Challenges and Policy Gaps

While the strategic benefits of AI-driven supply chain resilience are increasingly evident, their realization is fraught with technical, organizational, and institutional challenges. Drawing on empirical findings from both Riad et al. (2024) and Cohen & Tang (2024), and extending the discussion with broader literature, this section identifies five major implementation bottlenecks: data fragmentation, talent scarcity, cost asymmetry, algorithmic opacity, and regulatory fragmentation. It also outlines potential policy solutions and organizational strategies to overcome these hurdles.

5.1 Data Fragmentation and Quality Disparities

One of the most cited challenges in deploying AI for supply chain resilience is the lack of integrated, clean, and real-time data across supply chain nodes (Ivanov & Dolgui, 2021). This fragmentation of data creates significant hurdles for AI systems that rely on timely and accurate information to predict disruptions and optimize operations.

In the Moroccan health sector case, delays in manual inventory updates led to blind spots in vaccine distribution forecasts, highlighting how poor data quality and fragmentation can undermine critical supply chain functions (Riad et al., 2024). Similarly, in the automotive supply chain, smaller suppliers often lacked digital traceability, which hindered the predictive maintenance capabilities of AI systems employed by German automakers. This disparity in data quality and availability between larger firms and smaller suppliers further weakens overall supply chain resilience.

A survey conducted by McKinsey in 2020 revealed that only 17% of firms had real-time visibility into their tier-2 suppliers. This limited visibility significantly restricts the predictive accuracy of AI models, as the absence of comprehensive data reduces the reliability of forecasts and risk assessments. Moreover, fragmented data architectures complicate the training and validation processes of machine learning models, making these models brittle and less effective during times of crisis.

To address these challenges, governments and industry coalitions should incentivize the

adoption of interoperable data standards and subsidize the digitization of small and medium-sized enterprises (SMEs) within strategic supply chains. The European Union's "Data Spaces" initiative presents a promising example of how the secure and standardized sharing of industrial data can be facilitated, thereby improving data quality and integration across the supply chain (European Commission, 2022).

5.2 Talent and Skill Gaps

Despite growing investments in AI, skill shortages remain a critical constraint, particularly in emerging economies and traditional sectors such as agriculture, construction, and shipping. The World Economic Forum (2023) reports that over 50% of firms identify a lack of AI skills as the primary barrier to the effective implementation of AI. In the Moroccan case, the heavy reliance on international consultants for AI system deployment impeded the development of local capacity and expertise (Riad et al., 2024).

In contrast, Walmart's success with AI integration has been partly attributed to its in-house data science academy and cross-training programs, which foster collaboration among IT, procurement, and logistics teams (Cohen & Tang, 2024). This example underscores the importance of AI fluency not only among engineers but across all organizational functions, promoting a more holistic adoption of AI technologies.

From a strategic perspective, firms should consider adopting a "T-shaped" talent development model, which combines in-depth technical expertise with a broad understanding of the supply chain domain (Brynjolfsson & McAfee, 2017). On the policy front, national AI strategies must incorporate reskilling programs for supply chain professionals that emphasize skills such as digital twins, data literacy, and ethical AI principles to build a future-ready workforce.

5.3 Cost Asymmetry and ROI Uncertainty

While technology giants such as TSMC and Walmart are realizing substantial gains from AI investments, smaller firms often face significant barriers, including high upfront costs, uncertain returns on investment (ROI), and challenges related to scalability. For example, Maersk's deployment of a predictive port management system required multi-million-dollar infrastructure, rendering similar solutions financially unfeasible for smaller shipping carriers (Cohen & Tang, 2024). These cost-related constraints limit broader industry adoption, particularly in sectors where margins are tight and digital maturity is low.

Even among large firms, scaling AI remains a challenge. A study by Boston Consulting Group (2021) found that only 53% of AI projects in supply chains advanced beyond the pilot stage. The primary reasons for this stagnation were unclear financial outcomes and the complexity of integrating AI solutions into existing systems, which often span multiple legacy platforms and siloed departments.

To address these issues, public-private partnerships (PPPs) should play a proactive role in supporting the deployment of AI in critical infrastructure sectors. This can be achieved by establishing shared AI labs and developing co-financing instruments aimed at high-impact, high-cost AI solutions in areas such as port logistics, food security, and pharmaceuticals. Such collaborative approaches can lower entry barriers for smaller firms while promoting innovation and resilience across entire supply chains.

5.4 Algorithmic Opacity and Trust Deficit

Another critical barrier to the effective deployment of AI is the lack of explainability in AI systems, which often leads to trust issues among operators, regulators, and end-users. This challenge is especially pronounced in public sector domains, such as healthcare and food distribution, where the use of opaque algorithms can raise concerns about fairness, bias, and accountability (Jobin et al., 2019). When decision-making processes are not transparent, stakeholders may be reluctant to rely on AI outputs, particularly in high-stakes environments. Walmart offers a contrasting example, where the use of interpretable AI dashboards allowed managers to understand, override, or adjust machine learning recommendations in sensitive scenarios (Cohen & Tang, 2024). This approach fostered trust and facilitated effective human-AI collaboration. Conversely, Morocco's health AI system initially encountered resistance from logistics teams who were unfamiliar with the underlying algorithmic logic and therefore hesitant to adopt its recommendations. Strategically, this underscores the importance of explainable AI (XAI) in fostering productive human-AI interaction, particularly in mission-critical supply chain functions. To promote trust and accountability, regulatory frameworks such as the EU AI Act should enforce sector-specific transparency standards and mandate regular AI audits in supply-critical applications (Floridi et al., 2018). These measures would help ensure the responsible adoption of AI while safeguarding public interest.

5.5 Regulatory and Cybersecurity Fragmentation

Finally, a lack of harmonized regulatory frameworks and data sovereignty laws often obstruct AI-based cross-border supply chain coordination. For example, TSMC's supplier data exchange had to comply with multiple, frequently contradictory, national data regimes (Cohen & Tang, 2024). This created latency and compliance risks. Cybersecurity threats are also on the rise in AI-enabled supply chains. A Deloitte study (2022) found that AI-integrated logistics systems faced a 35% increase in ransomware attempts, mainly when AI was used to control physical assets. Here, the deployment of AI for supply chain resilience is as much a governance and capability challenge as it is a technical one. Without coordinated policies, inclusive talent strategies, and scalable data infrastructures, the transformative potential of AI will remain underutilized or unequally distributed. The following section proposes an integrative policy and managerial framework for building resilient, AI-enhanced supply systems across diverse contexts and capacities.

6. Toward an Integrative Policy and Managerial Framework for AI-Enhanced Supply Chain Resilience

To fully harness the potential of artificial intelligence in strengthening supply chain resilience, a holistic and context-sensitive framework is required, one that aligns policy, organizational design, talent development, and technological infrastructure. Such a framework must be adaptable to varying levels of digital maturity, economic capacity, and regulatory environments across countries and sectors. At the policy level, governments should prioritize the development of interoperable data ecosystems, the establishment of standardized AI governance protocols, and the harmonization of cross-border regulations to facilitate seamless integration. Initiatives such as the EU's "Data Spaces" and the OECD's AI Principles provide valuable templates for fostering secure, transparent, and equitable data sharing. Additionally, public-private partnerships (PPPs) should be scaled up to co-finance high-impact AI infrastructure projects, especially in strategic sectors such as healthcare, agriculture, and logistics.

From a managerial perspective, firms must move beyond isolated AI pilot programs and embed AI capabilities across all supply chain functions, from procurement and warehousing to last-mile delivery. This demands organizational cultures that promote cross-functional collaboration, agile decision-making, and continuous learning. Adopting a "T-shaped" talent strategy, combining deep AI expertise with broad supply chain knowledge, will be critical for building adaptive and future-ready teams.

Capacity building is equally essential. National AI strategies should include sector-specific reskilling initiatives focused on digital literacy, ethical AI use, and the operational integration of digital twins, simulation models, and predictive analytics. Emphasis must also be placed on explainability and trust, ensuring that AI tools support, rather than replace, human judgment, especially in mission-critical operations.

Finally, cybersecurity and ethical safeguards must be integral to any AI deployment strategy. Resilient supply chains are not only intelligent and efficient but also secure, accountable, and inclusive. Embedding AI audit mechanisms, bias detection tools, and compliance-by-design principles will help ensure that AI serves both efficiency and equity.

Together, these policy and managerial components form a cohesive and scalable framework for enabling AI-enhanced supply systems that are resilient, transparent, and responsive, regardless of the national context or sectoral complexity.

7. Conclusion

This study aimed to investigate the evolving role of artificial intelligence in enhancing supply chain resilience across various sectors and geographies. Through comparative analysis of industries such as logistics, retail, healthcare, automotive, and semiconductors, a clear pattern emerged: AI is not merely improving efficiency; it is redefining the structural and functional resilience of supply chains. What was once a reactive domain now becomes proactive, predictive, and adaptive, powered by data-driven intelligence.

The comparative analysis of AI applications reveals a unifying insight: Artificial intelligence is not simply enhancing performance; it is fundamentally reengineering the resilience DNA of supply chains. This reconfiguration spans predictive capabilities, decision-making agility, and structural flexibility. Organizations like DHL and Maersk exemplify AI's contribution to real-time logistical agility and dynamic scheduling, proving essential in situations such as urban or port congestion. Walmart's granular demand forecasting and the Moroccan healthcare system's adaptive resource allocation demonstrate AI's versatility across vastly different data and infrastructure contexts. Meanwhile, automotive predictive maintenance and TSMC's AI-enabled procurement rerouting illustrate how AI embeds both foresight and fallback into manufacturing continuity.

Crucially, these cases underline that AI's impact depends on contextual alignment; its success hinges on integration with organizational capabilities, data maturity, and risk profiles. Where robust data ecosystems exist, AI can flourish through automation and self-learning loops. In contrast, where data is sparse, simpler, tailored models still yield significant gains.

Moreover, the sustainability dimension of resilience is evident in AI's role, not only in terms of efficiency, but also in promoting equity and environmental adaptability. Whether reducing fuel use, minimizing medical waste, or sustaining chip delivery in geopolitical crises, AI delivers on a broader resilience mandate, anchored in agility, responsibility, and foresight.

To scale this potential, firms must treat AI not as a plug-and-play solution but as a multi-dimensional strategy involving infrastructure, talent, governance, and ethical stewardship. Future research and policy must focus on building global AI readiness, bridging the gaps between high-tech economies and emerging regions, as well as between algorithmic capacity and trust in the implementation of AI.

Ultimately, AI is not just augmenting supply chains; it is reconstructing them to withstand shocks, recover faster, and evolve continuously. In this transformation lies the true promise of resilient, adaptive, and inclusive global supply networks.

While this study provides a broad cross-sectoral view of AI's contribution to supply chain resilience, several limitations must be acknowledged. First, the analysis is primarily based on publicly documented cases, which may disproportionately highlight successful stories while overlooking failed or underperforming implementations. Second, the pace of AI advancement and policy evolution means that some insights may quickly become outdated as new frameworks or technologies emerge. Third, the sectoral comparisons are necessarily constrained by differences in data availability, regulatory environments, and geopolitical exposure, making direct benchmarking challenging.

Future research should address these limitations by conducting longitudinal, empirical studies that measure the long-term impact of AI on supply chain disruptions and recovery rates. Comparative research between AI-enabled and non-AI-enabled firms during crisis events (e.g., pandemics, cyberattacks, climate shocks) would provide more granular insights into the outcomes of resilience. Additionally, deeper investigation is needed into AI governance, particularly around algorithmic transparency, workforce adaptation, and ethical trade-offs in high-risk environments. Special attention should also be given to the dynamics of AI adoption in the Global South, where infrastructure constraints may give rise to innovative, frugal AI solutions that are underrepresented in current literature.

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