

Big Data Analytics Capability and Sustainable Supply Chain Performance: A Conceptual Paper on the Mediating Roles of Supply Chain Resilience and Agility

Maha Bakri Basha, Fauziah Binti Sh. Ahmad, Suzilawati Kamarudin

Azman Hashim International Business School, University Technology Malaysia, Malaysia

Received: September 20, 2026 Accepted: October 15, 2026 Published: October 18, 2026

doi:10.5296/bms.v17i2.24048 URL: <https://doi.org/10.5296/bms.v17i2.24048>

Abstract

Big data analytics capability has emerged as a key strategic asset, enabling organizations to generate data-driven insights, improve decision-making, and enhance supply chain outcomes. For clarity, 'sustainable competitive advantage' refers to an organization's ability to maintain superior performance over time by leveraging unique resources and capabilities. 'Digital capabilities' encompass organizational skills and technologies, such as big data analytics, that support strategic objectives. Despite growing scholarly attention, the mechanisms through which these capabilities contribute to sustainable supply chain performance remain poorly understood. This study adopts the resource-based view to develop a framework that clarifies how big data analytics capability supports sustainable supply chain performance through specific organizational capabilities, particularly supply chain resilience and agility. The framework identifies these as critical mechanisms through which big data analytics capability enhances sustainable competitive advantage, ultimately leading to superior supply chain performance. By integrating big data analytics capability, resilience, agility, sustainable competitive advantage, and sustainable supply chain performance into a unified model, this study offers a comprehensive explanation of how digital capabilities generate sustainable supply chain outcomes. The proposed framework addresses gaps in the literature and establishes a foundation for future research.

Keywords: sustainability, big data analytics capability, supply chain resilience, supply chain agility, sustainable competitive advantage, sustainable supply chain performance

1. Introduction

Sustainability has lately emerged as a prominent topic in global discourse, as reflected in United Nations initiatives. This growing attention highlights the necessity to prioritize sustainability within organizations' business operations (Govindan et al., 2020). In particular, the adverse environmental and societal consequences of industrial activities have increased the demand for more sustainable business practices (Kumar et al., 2023). Organizations operate in increasingly competitive markets where they must simultaneously improve productivity, respond to changing customer expectations, and continuously enhance their products and services (Mukhsin & Suryanto, 2022). Therefore, sustainability is no longer viewed solely as an environmental responsibility but also as a strategic consideration for maintaining competitiveness (Elena-Iuliana & Maria, 2016; Mukhsin & Suryanto, 2022).

In this situation, achieving a sustainable competitive advantage can enable organizations to deliver superior supply chain outcomes. Sustainable competitive advantage refers to an organization's ability to continuously identify new opportunities, improve performance, defend against competitors, and build barriers that secure its market position (Singh & Sheoran, 2025). Organizations with strong competitive advantages generally achieve higher market share, increased sales and profits, improved returns on investment, increased efficiency, and greater cost savings than competitors (Shebeshe & Sharma, 2024). Consequently, competitive advantage is a critical determinant of superior organizational outcomes (Hadinda, 2025; Shebeshe & Sharma, 2024). Hussaini et al. (2026) further support this relationship, finding that organizations with stronger competitive advantages demonstrate superior performance.

While competitive advantage provides the strategic foundation for superior performance, an organization's dynamic capabilities shape its development and preservation (Hussaini et al., 2026). Big data analytics capability is increasingly recognized as a potential source of sustainable competitive advantage. It allows organizations to collect, process, and analyze large volumes of data, thereby supporting more informed and timely decision-making (Bag et al., 2020). Despite its growing importance, the impact of big data analytics capability on supply chain competitive advantage remains inconclusive. The mechanisms through which this capability generates competitive advantage also require further investigation (Jafari et al., 2026).

In dynamic supply chain environments, resilience and agility may represent two principal mechanisms through which big data analytics capability creates a competitive advantage. Supply chain resilience refers to an organization's ability to anticipate, respond to, and recover from disruptions while maintaining operational continuity (Ashkan et al., 2025; Irfan et al., 2022). Despite its strategic importance, further research is required to explain how big data analytics capability contributes to supply chain resilience (Zamani et al., 2022). Supply chain agility, which reflects the ability to respond rapidly to environmental changes and adjust operations accordingly, is similarly essential for sustaining competitiveness (Asghar et al., 2026). Nevertheless, the research on the contribution of big data analytics capability to agility remains limited (Dubey et al., 2018; Zamani et al., 2022). This study therefore

proposes that supply chain resilience and supply chain agility are critical pathways through which big data analytics capability contributes to sustainable competitive advantage and sustainable supply chain performance. The proposed framework extends the sustainable supply chain literature by integrating digital capabilities, dynamic capabilities, sustainable competitive advantage, and sustainable performance within a unified conceptual model.

The remainder of this paper is structured as follows. First, it presents the theoretical background, focusing on the resource-based view. Next, the paper outlines the research propositions and conceptual framework, which require empirical validation through case studies, surveys, or longitudinal analyses. Finally, it describes the research methods, then presents the findings and discusses the results, conclusions, and implications. Future research should aim to empirically test and refine the proposed model to strengthen its practical relevance and theoretical robustness.

2. Literature Review and Research Propositions

The Resource-Based View, introduced by Wernerfelt (1984) and further developed by Barney (1991), provides a theoretical foundation for explaining how firms achieve sustainable competitive advantage by effectively deploying internal resources and capabilities. Unlike perspectives that primarily attribute performance differences to external market conditions, the Resource-Based View argues that differences in firm performance arise from resources that are valuable, rare, difficult to imitate, and non-substitutable. These strategic resources enable firms to develop unique capabilities that support superior performance and long-term competitiveness (Hussaini et al., 2026). Grounded in the Resource-Based View, this study suggests that big data analytics capability is a key strategic resource that can improve organizational competitive outcomes. However, its strategic value depends on firms' ability to integrate it with complementary organizational capabilities, such as supply chain resilience and agility. This mechanism enables firms to transform data-driven insights into sustainable competitive advantage and improved supply chain performance.

2.1 Big Data Analytics Capability and Supply Chain Resilience

Big data analytics capability can strengthen supply chain resilience by enabling firms to identify risks, anticipate disruptions, and allocate resources more effectively (Zamani et al., 2022). Through advanced data processing and predictive analytics, this capability provides organizations with better visibility into their supply chain activities, timely insights, and the ability to respond proactively to unexpected events. It also helps managers make more accurate, timely decisions, supports ongoing operations, and helps companies stay competitive (Bag et al., 2020).

Existing research provides evidence of a positive relationship between big data analytics capability and supply chain resilience. For example, Bahrami et al. (2022) found that big data analytics capability contributes positively to supply chain resilience, while Bag et al. (2023) showed that analytics tools support recovery and enhance resilience following supply chain disruptions. Nevertheless, research explaining how this capability contributes to developing

and maintaining supply chain resilience remains limited (Zamani et al., 2022). According to the Resource-Based View, big data analytics capability is a strategic resource that enables firms to manage uncertainty and recover from disruptions. Accordingly, the study proposes:

RP1: Big data analytics capability is positively related to supply chain resilience.

2.2 Big Data Analytics Capability and Supply Chain Agility

In the past, supply chain decisions often relied on limited data and manual analysis, leading to delayed responses and less effective outcomes (Duan et al., 2020). The emergence of big data analytics has transformed supply chain management by providing real-time insights, supporting data-driven decisions, and improving visibility (Asghar et al., 2026). By improving monitoring, transparency, and responsiveness, big data analytics capability helps companies detect environmental changes and develop better response strategies (Dubey et al., 2018; Güngör & Tasan, 2026).

A key organizational outcome of big data analytics capability is supply chain agility, which enables companies to quickly adjust their processes and resources in response to changing market conditions. Previous studies indicate that big data analytics capability improves agility by making information easier to access, accelerating decision-making, and increasing responsiveness (Jafari et al., 2026; Ma et al., 2025; Meathawiroon et al., 2025). These data-driven capabilities let firms identify shifts in customer demand, anticipate potential supply chain disruptions, and adapt operations accordingly. The resulting flexibility and responsiveness are fundamental characteristics of an agile supply chain.

Despite the growing strategic importance of big data analytics in supply chain management, research examining how this capability contributes to agility remains limited (Dubey & Gunasekaran, 2018; Zamani, 2022). Although existing studies demonstrate that digital technologies help companies make better decisions, further research is required to understand how these tools actually lead to greater agility (Asghar et al., 2026). Examining the relationship between big data analytics capability and supply chain agility can give us useful insights into how companies can use data to respond faster and compete more effectively. Accordingly, the following proposition is proposed:

RP2: Big data analytics capability is positively related to supply chain agility.

2.3 Supply Chain Resilience and Sustainable Competitive Advantage

Supply chain resilience is a supply chain's adaptive capacity to anticipate, respond to, and recover from temporary disruptions caused by internal and external events (Hadinda, 2025). Supply chain disruptions often interrupt the flow of goods, materials, information, and services, creating significant operational challenges for organizations. In such uncertain environments, resilience helps firms maintain continuity, increase flexibility, reduce reliance on vulnerable supply sources, and respond effectively to unexpected disruptions. Consequently, developing resilience capabilities can help create and sustain competitive advantage (Rajesh, 2021).

From the Resource-Based View perspective, supply chain resilience is a valuable organizational capability that enables firms to deploy resources effectively and adapt to changing environmental conditions. Firms with stronger resilience capabilities are better positioned than less resilient competitors to minimize the impact of disruptions, maintain reliable operations, and deliver consistent value to customers. Empirical evidence supports this relationship; Hadinda (2025) found that supply chain resilience has a positive, significant effect on competitive advantage. Similarly, Belhadi et al. (2021) found that supply chain resilience protects manufacturing firms from market risks and serves as a strategic differentiator in both domestic and international markets. Firms investing in resilience capabilities can therefore maintain service reliability during disruptions, strengthen their competitive position, and achieve long-term advantages. Accordingly, this study proposes that:

RP3: Supply chain resilience is positively related to sustainable competitive advantage.

2.4 Supply Chain Agility and Sustainable Competitive Advantage

Today's business world is characterized by rapid changes and competition, creating significant challenges for organizations. The ability to rapidly identify environmental changes, adapt operational processes, and reconfigure organizational resources is critical for sustaining competitive advantage. This capability, known as agility, has become a key strength that helps companies respond well to changing market conditions (Singh & Sheoran, 2025). Empirical evidence supports a positive relationship between agility and sustainable competitive advantage. Shawabkeh (2024) found that agility significantly and positively affects sustainable competitive advantage. Similarly, Singh and Sheoran (2025) identified a consistent positive relationship between agility and competitive advantage, underscoring its importance for long-term organizational success. Furthermore, Probojakti & Utami (2024) found that agility is strongly and positively associated with sustainable competitive advantage. This suggests that firms that can adapt rapidly to environmental and market changes are more likely to maintain competitive superiority. As a result, more agile companies are better able to handle uncertainty, seize new opportunities, and maintain their competitive edge over time. Based on this, the study proposes:

RP4: Supply chain agility is positively related to sustainable competitive advantage.

2.5 Sustainable Competitive Advantage and Sustainable Supply Chain Performance

Sustainable competitive advantage means a company can create and use strategies that offer more value and are hard for competitors to copy or replace (Hussaini et al., 2026; Shebeshe & Sharma, 2024). As business environments become more dynamic and competitive, building and sustaining this kind of advantage is now a top goal for organizations because of rapid market changes, new technologies, and increased competition (Shawabkeh, 2024). Companies can gain an edge by being cost-efficient, differentiated, innovative, and better at using their resources, which helps them deliver more value to customers and stakeholders.

Previous research has demonstrated a strong relationship between competitive advantage and organizational performance. For instance, Sinaga et al. (2021) found that competitive advantage significantly impacts the performance of small and medium-sized enterprises. Hussaini et al. (2026) also showed that competitive advantage improves organizational outcomes, indicating that firms with a stronger competitive position are more likely to achieve superior performance. In supply chains, competitive advantage enables organizations to improve efficiency, respond more quickly, create stakeholder value, and pursue sustainability-oriented strategies. Therefore, companies that build a sustainable competitive advantage are more likely to achieve better supply chain outcomes. Accordingly, the study proposes:

RP5: Sustainable competitive advantage has a positive relationship with sustainable supply chain performance.

2.6 Mediating Role of Supply Chain Resilience and Supply Chain Agility

Effective supply chain management requires organizations to adapt to diverse needs, and big data analytics can enhance these processes. Robust big data analytics capabilities enable organizations to improve quality and manage external uncertainties more effectively (Chanchai Meathawiroon, 2025). However, analytics capability alone does not necessarily create sustainable competitive advantage; organizations need additional strengths to translate analytics into improved performance. This underscores a research gap regarding how big data analytics capability translates into competitive benefits through specific organizational capabilities (Jafari, 2026).

Supply chain resilience is a mechanism through which big data analytics capability creates value. Research indicates that big data analytics capability enables organizations to better manage uncertainty and disruptions, thereby enhancing supply chain resilience (Bahrami et al., 2022). Similarly, supply chain agility represents another pathway by which big data analytics capability contributes to sustainable competitive advantage. Organizations with greater agility can adapt more flexibly, accelerate product development, and achieve higher quality at lower costs (Aljumah, 2022). Thus, resilience and agility are critical capabilities that explain how big data analytics capability translates into sustainable competitive advantage. Consequently, the following propositions are developed:

RP6: Supply chain resilience mediates the association between big data analytics capability and sustainable competitive advantage.

RP7: Supply chain agility mediates the association between big data analytics capability and sustainable competitive advantage.

3. Conceptual Framework

The proposed framework illustrates how big data analytics capability can enhance sustainable supply chain performance by strengthening capabilities and achieving competitive advantage. Grounded in the Resource-Based View, the framework conceptualizes big data analytics

capability as a strategic resource that facilitates the development of supply chain resilience and agility. The framework emphasizes resilience and agility as two primary pathways through which big data analytics capability leads to sustainable competitive advantage and improved supply chain performance. Figure 1 presents this framework.

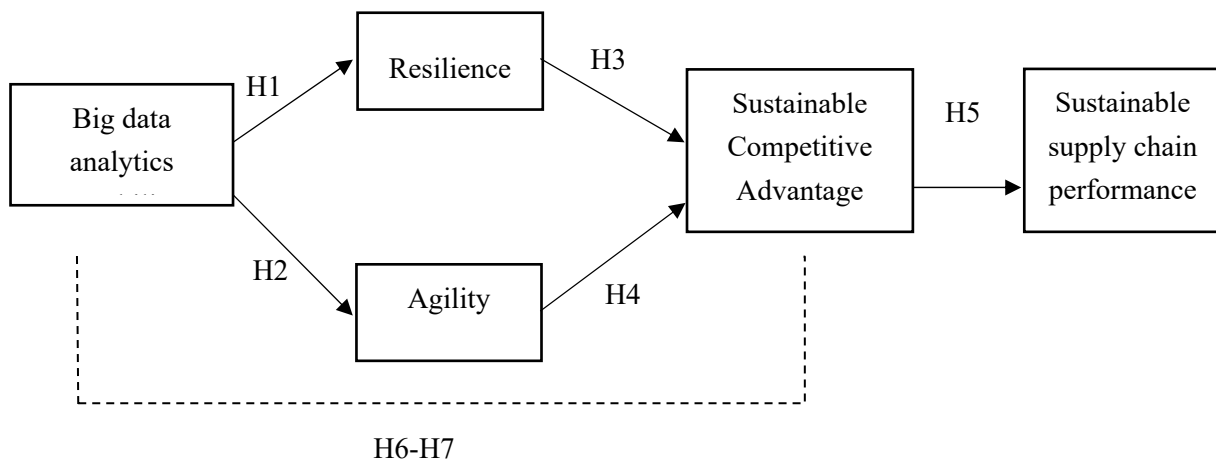


Figure 1. Conceptual framework

Note: Solid lines represent direct effects, whereas dashed lines represent mediating effects.

4. Research Approach and Methods

This section defines the study's key constructs and outlines the proposed measurement and data-analysis approach. Sustainable supply chain performance refers to the achievement of economic, environmental, and social supply chain outcomes (Saeed and Kersten, 2020). Supply chain dynamic capabilities represent a firm's ability to learn, sense changes, coordinate activities, and reconfigure resources in response to evolving supply chain conditions (Junaid et al., 2023; Li et al., 2024). Big data analytics capability is the ability to collect and analyze large volumes of structured and unstructured data to respond effectively to environmental changes (Li et al., 2023). Supply chain agility refers to a firm's ability to respond quickly to changing customer demand, supply variations, and market uncertainty (Betts and Tadisina, 2009; Shukor et al., 2021), while supply chain resilience represents its ability to adapt to, recover from, and survive unexpected disruptions and uncertainty (Irfan et al., 2022; Junaid et al., 2023). Sustainable competitive advantage refers to a firm's ability to maintain a superior market position through unique resources, capabilities, and strategies that competitors find difficult to replicate (Junaid et al., 2023).

The measurement items employed in this study are drawn from scales validated in previous research. Big data analytics capability is measured using the scale developed by Li et al. (2024). Supply chain agility is assessed with the scale developed by Altay et al. (2018), while supply chain resilience is measured using the four-item scale from Brusseta & Teller (2016). Sustainable competitive advantage is evaluated with the scale from Junaid et al. (2023), and sustainable supply chain performance is measured using items from Bag et al. (2020). All

items are adapted to fit the context of this study while preserving their original meanings. For data analysis, the suitable method is structural equation modeling-partial least square (SEM-PLS). SmartPLS 4 is capable of running the relatively complex model that is proposed in this study.

5. Discussion, Conclusion and Implications

The study offers a framework for explaining the way in which a big data analytics capability can improve sustainable supply chain performance by strengthening and attaining a competitive advantage. Based on the Resource-Based View, the framework states that big data analytics capability is a valuable resource; however, its effects depend on developing supply chain resilience and agility. The framework makes several contributions to the existing literature. First, it shows how big data analytics capability leads to competitive advantages beyond better decision-making and improved operations (Bag et al., 2020). Earlier research has given limited attention to how analytics capability enhances organizational resilience and agility (Zamani et al., 2022; Dubey & Gunasekaran, 2018). This study fills that gap by showing that resilience and agility are key mechanisms through which organizations translate data insights into sustainable competitive advantage.

Second, this study contributes to the literature by showing that organizations with higher resilience and agility are better able to establish a lasting competitive advantage, which in turn leads to better sustainable supply chain outcomes. This view draws on prior research that has stressed the importance of competitive advantage for robust organizational performance (Hussaini et al., 2026; Shebeshe & Sharma, 2024).

For practitioners, the framework recommends treating big data analytics capability as a strategic resource rather than merely a technological investment. To use analytics effectively, organizations must develop complementary capabilities, especially supply chain resilience and agility. By building these capabilities, organizations can apply analytics insights, manage disruptions, and achieve their long-term sustainability goals. Further research should empirically test these propositions and examine how organizational context affects the effectiveness of big data analytics capability in supporting sustainable supply chain performance.

Acknowledgments

I would like to express my sincere gratitude to Dr. Fauziah Binti Sh. Ahmad and Dr. Suzilawati Kamarudin for their invaluable guidance and supervision throughout the research process.

Author contributions

Maha Bakri Basha was responsible for conceptualization, data collection, data analysis, and the preparation of the original manuscript. Dr. Fauziah Binti Sh. Ahmad and Dr. Suzilawati Kamarudin contributed to the conceptualization of the study and the critical revision of the manuscript. All authors reviewed and approved the final version of the manuscript.

Funding

This research received no financial support from any funding agency, foundation, or other external organization.

Competing interests

The authors declare that they have no known financial or non-financial conflicts of interest that could have influenced the research presented in this paper.

Informed consent

Obtained.

Ethics approval

The Publication Ethics Committee of the Macrothink Institute.

The journal's policies adhere to the Core Practices established by the Committee on Publication Ethics (COPE).

Provenance and peer review

Not commissioned; externally double-blind peer reviewed.

Data availability statement

The data that support the findings of this study are available on request from the corresponding author. The data are not publicly available due to privacy or ethical restrictions.

Data sharing statement

No additional data are available.

Open access

This is an open-access article distributed under the terms and conditions of the Creative Commons Attribution license (<http://creativecommons.org/licenses/by/4.0/>).

Copyrights

Copyright for this article is retained by the author(s), with first publication rights granted to the journal.

References

Aljumah, A. I. (2022). Exploring nexus among big data analytic capability and organizational performance through mediation of supply chain agility. *Uncertain Supply Chain Management*, 10, 999–1008. <https://doi.org/10.5267/j.uscm.2022.2.013>

Altay, N., Gunasekaran, A., Dubey, R., & Childe, S. J. (2018). Agility and resilience as

antecedents of supply chain performance under moderating effects of organizational culture within the humanitarian setting: a dynamic capability view. *Production Planning and Control*, 29(14), 1158–1174. <https://doi.org/10.1080/09537287.2018.1542174>

Asghar, J., Kanbach, D. K., & Kraus, S. (2026). Toward a multidimensional concept of organizational agility : a systematic literature review. *Management Review Quarterly*, 76(1), 885–911. <https://doi.org/10.1007/s11301-025-00497-6>

Ashkan, S., Shekarabi, H., Kiani, R., & Flavio, M. (2025). Supply Chain Resilience : A Critical Review of Risk Mitigation , Robust Optimisation , and Technological Solutions and Future Research Directions. *Global Journal of Flexible Systems Management*, 26(3), 681–735. <https://doi.org/10.1007/s40171-025-00458-8>

Bag, S., Wood, L. C., Xu, L., Dhamija, P., & Kayikci, Y. (2020). Big data analytics as an operational excellence approach to enhance sustainable supply chain performance. *Resources, Conservation & Recycling*, 153.

Bahrami, M., Shokouhyar, S., & Seifian, A. (2022). Big data analytics capability and supply chain performance: the mediating roles of supply chain resilience and innovation. *Modern Supply Chain Research and Applications*, 4(1), 62–84. <https://doi.org/10.1108/MS CRA-11-2021-0021>

Belhadi, A., Kamble, S., Jabbour, C. J. C., Gunasekaran, A., Ndubisi, N. O., & Venkatesh, M. (2021). Manufacturing and service supply chain resilience to the COVID-19 outbreak: Lessons learned from the automobile and airline industries. *Technological Forecasting and Social Change*, 163, 120447. <https://doi.org/10.1016/j.techfore.2020.120447>

Brusseta, X., & Teller, C. (2016). Supply Chain Capabilities, Risks , and Resilience. *International Journal of Production Economics*, 184, 59–68.

Duan, J., Zhang, C., Gong, Y., Brown, S., & Li, Z. (2020). A content-analysis based literature review in blockchain adoption within food supply chain. *International Journal of Environmental Research and Public Health*, 17(5). <https://doi.org/10.3390/ijerph17051784>

Dubey, R., Gunasekaran, A., & Childe, S. J. (2018). Big data analytics capability in supply chain agility: The moderating effect of organizational flexibility. *Management Decision*. <https://doi.org/10.1108/MD-01-2018-0119>

Elena-Iuliana, I., & Maria, C. (2016). Organizational performance – a concept that self-seeks to find itself. *Annals of the „Constantin Brâncuși” University of Târgu Jiu, Economy Series*, 4, 179–183.

Govindan, K., Rajeev, A., Padhi, S. S., & Pati, R. K. (2020). Supply chain sustainability and performance of firms : A meta- analysis of the literature. *Transportation Research Part E*, 137(April), 101923. <https://doi.org/10.1016/j.tre.2020.101923>

Güngör, B., & Tasan, A. S. (2026). Sustainable Supply Chains : Bridging Theory and

Practice Through Hybrid Analysis. *Sustainability*, 18, 1–59.

Hadinda. (2025). The Effect of Supply Chain Capability on Competitive Advantage : Mediated by Supply Chain Integration and Supply Chain Resilience in the Bread Industry of Kendari City. *International Journal of Management and Business Intelligence (IJBMI)*, 3(5), 419–430.

Hussaini, L., Shika, Y. K., & Mazadu, S. A. (2026). Sustainable supply chain management and organizational performance: the mediating effects of competitive advantage. *International Journal of Accounting, Management and Economic Review*, 2(1), 87–100.

Irfan, I., Sumbal, M. S. U. K., Khurshid, F., & Chan, F. T. S. (2022). Toward a resilient supply chain model: critical role of knowledge management and dynamic capabilities. *Industrial Management & Data Systems*, 122(5), 1153–1182. <https://doi.org/10.1108/IMDS-06-2021-0356>

Jafari, M., Akhavan, P., & Akbari, A. (2026). Enhancing Supply Chain Agility and Performance through Big Data Analytics: The Role of Digitalization and Top Management Support. *Research Repository*.

Junaid, M., Zhang, Q., Cao, M., & Luqman, A. (2023). Technological Forecasting & Social Change Nexus between technology enabled supply chain dynamic capabilities , integration , resilience , and sustainable performance : An empirical examination of healthcare organizations. *Technological Forecasting & Social Change*, 196.

Kumar, A., Shrivastav, S. K., Shrivastava, A. K., Panigrahi, R. R., Mardani, A., & Cavallaro, F. (2023). Sustainable Supply Chain Management, Performance Measurement, and Management: A Review. *Sustainability*, 15, 1–25.

Li, W., Waris, I., & Bhutto, M. Y. (2024). Understanding the nexus among big data analytics capabilities, green dynamic capabilities, supply chain agility and green competitive advantage: the moderating effect of supply chain innovativeness. *Journal of Manufacturing Technology Management*, 35(1), 119–140. <https://doi.org/10.1108/JMTM-07-2023-0263>

Ma, L., Wang, J., & Feng, M. (2025). Promoting food industry supply chain agility and performance through the development of big data analytics: based on PLS-SEM and fsQCA approaches. *Journal of Enterprise Information Management*, 38(5), 1465–1491.

Meethawiroon, C., Songkwan, S., & Thunyachairat, A. (2025). Enhancing financial performance through big data analytics capability, supply chain agility and supply chain performance in the hotel industry. *ABAC Journal*, 45(3), 77–92.

Mukhsin, M., & Suryanto, T. (2022). *The Effect of Sustainable Supply Chain Management on Company Performance Mediated by Competitive Advantage*. 1–18.

Probojakti, W., & Utami, H. N. (2024). Building Sustainable Competitive Advantage in Banking through Organizational Agility. *Sustainability*.

Shawabkeh, K. Al. (2024). The impact of strategic agility on sustainable competitive advantage: The mediating role of strategic renewal at Jordanian telecommunication companies. *Problems and Perspectives in Management*, 22(1). [https://doi.org/10.21511/ppm.22\(1\).2024.36](https://doi.org/10.21511/ppm.22(1).2024.36)

Shebeshe, E. N., & Sharma, D. (2024). Sustainable supply chain management and organizational performance: the mediating role of competitive advantage in Ethiopian manufacturing industry. *Future Business Journal*, 10(1), 1–16. <https://doi.org/10.1186/s43093-024-00332-6>

Singh, B., & Sheoran, M. (2025). Unravelling Strategic Agility: A Meta-analytical Study of its Key Components. *Contemporary Social Sciences*, 34(3).

Zamani, E. D., Smyth, C., Gupta, S., & Dennehy, D. (2022). Artificial intelligence and big data analytics for supply chain resilience: a systematic literature review. *Annals of Operations Research*.