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**Supply Chain Risk Management in the Oil and Gas Sector: case study in Saudi
Aramco Total Refining And Petrochemical (SATORP)**

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إدارة مخاطر سلسلة التوريد في قطاع النفط والغاز: دراسة حالة في شركة أرامكو السعودية توتال للتكرير والبتروكيماويات

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Dedication

I dedicate this research to my beloved family, whose unwavering support, patience, and encouragement have been my greatest source of strength throughout this journey. To my parents, for their endless sacrifices and belief in my potential, and to my friends and colleagues, who have inspired and motivated me every step of the way. This work is also dedicated to everyone striving for knowledge and excellence, believing that perseverance and determination lead to success.

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Abstract

The global economy sustains its operations through oil and gas industries yet faces major supply chain dangers that create risks to both business operations and financial results. The study concentrates on examining Supply Chain Risk Management (SCRM) practices in the oil and gas industry with emphasis on SATORP as the main organization under inspection. Organizations perform supply chain security assessments to analyze operational threats that stem from geopolitical instability and market modifications as well as regulatory requirements and operational disturbances regarding their impact on business performance and operational resilience capabilities. Researchers in this study review the currently used risk management techniques in SATORP to assess their capability to manage risks. The research shows that Artificial Intelligence (AI) and Blockchain and Internet of Things (IoT) technologies deliver better supply chain transparency features and improved risk management capabilities. Industries and company reports provide information through mixed methods to show effective ways of improving dangerous supply chains. Practical insights derived from the study increase detection capabilities for risks in addition to improving response capabilities during SCRM investigations. The technology infrastructure of SATORP achieves operational efficiency that reduces financial risks for long-term sustainability in the supply chain.

Keywords: Supply Chain Risk Management, Oil and Gas, SATORP, Technology and Innovation, Business Resilience.

الملخص

يلعب قطاع النفط والغاز دورًا حيويًا في استقرار الاقتصاد العالمي، لكنه يواجه مخاطر كبيرة في سلسلة التوريد تؤثر على الكفاءة التشغيلية والأداء المالي. تهدف هذه الدراسة إلى تحليل إدارة مخاطر سلسلة التوريد (SCRM) في قطاع النفط والغاز، من خلال دراسة حالة لشركة ساتورب (SATORP). تستكشف الدراسة العوامل الرئيسية للمخاطر، مثل عدم الاستقرار الجيوسياسي، تقلبات الأسواق، التحديات التنظيمية، والاضطرابات التشغيلية، مع تقييم تأثيرها على أداء سلسلة التوريد وقدرة الشركات على الصمود. كما تبحث في استراتيجيات إدارة المخاطر التي تعتمد على ساتورب ومدى فعاليتها في الحد من هذه التحديات. بالإضافة إلى ذلك، تسلط الدراسة الضوء على دور التقنيات المتقدمة، مثل الذكاء الاصطناعي (AI) وسلسلة الكتل (Blockchain) وإنترنت الأشياء (IoT)، في تعزيز الشفافية والحد من المخاطر في سلسلة التوريد. ومن خلال منهج بحثي يجمع بين الأساليب الكمية والنوعية، واستنادًا إلى بيانات من خبراء الصناعة وتقارير الشركة، تقدم الدراسة رؤى حول أفضل الممارسات لتعزيز مرونة سلسلة التوريد في الصناعات عالية المخاطر. تساهم هذه الدراسة في مجال إدارة مخاطر سلسلة التوريد من خلال تقديم توصيات عملية لتحسين تحديد المخاطر وتقييمها والاستجابة لها، مما يعزز استدامة الشركات في هذا القطاع.

الكلمات المفتاحية: إدارة مخاطر سلسلة التوريد، النفط والغاز، ساتورب، التكنولوجيا والابتكار، مرونة الأعمال.

Table of content

Abstract	6
CHAPTER 1.....	10
Introduction	11
Research Problem.....	12
Importance of Research	13
Study Objectives	17
Study Questions	19
Study Hypotheses	21
Scientific theory followed.....	22
CHAPTER 2.....	29
Introduction	30
Literature Review	31
Research Gap.....	36
Theoretical framework	37
Introduction	37
The Independent Variable: Supply Chain Risks.....	38
The Dependent Variable: Supply Chain Performance and Business Resilience	42
The Relationship Between Supply Chain Risks and Supply Chain Performance.....	47
The Moderating Role of Technology and Innovation	51
CHAPTER 3	56
Introduction	57
Methodology and Research Methods.....	58
Study Tools	61
Limitations of the Study.....	62
CHAPTER 4.....	63
Introduction	64
Data Analysis.....	65
Findings	85
Recommendations	87
Conclusion.....	89
Reference	90
Appendices	93
The survey	93

Table Of Figures

Figure 1 Conceptual Model	55
Figure 3 Age.....	65
Figure 4 job position in SATORP.....	65
Figure 5 Years of experience	65
Figure 2 risk management decision-making in the supply chain	65

Table Of Tables

Table 1 Risks Affecting SATORP's Supply Chain.....	69
Table 2 Supply Chain Resilience Strategies	70
Table 3 Technological Innovations in Risk Management.....	71
Table 4 correlation analysis result	73
Table 5 Interpretation of Key Regression Results.....	81

CHAPTER 1

Introduction

Saudi Arabia maintains the oil and gas sector as its key economic driver since this sector supplies the main source of national revenue for the country. Supply chain management function as a crucial mechanism inside this sector which maintains continuous materials reduction information along with services movement from suppliers towards customers. Supply chains within the oil and gas industry face risks from multiple directions because they encompass extensive networks and experience related challenges caused by regulatory modifications economic instabilities geopolitical disputes and operational disturbances. Companies within this industry must manage these risks because successful operation depends on both their profitability and their reputation(Attia, 2024).

Supply Chain Risk Management (SCRM) exists as a strategic discipline which helps organizations recognize and evaluate as well as minimize supply chain threats. Existing challenges in SCRM occur in the oil and gas sector because energy markets show continuous fluctuations and uncertainty regarding commodity prices and technological innovations. Effective risk management stands vital for the supply chain because supply chain failures generate various destructive impacts including delayed production and increased costs and safety dangers together with reputational harm (Matveeva, 2015).

The research investigates Saudi Aramco Total Refining and Petrochemical (SATORP) as a leading entity in the petroleum sector. SATORP operates as a business venture between Saudi Aramco and Total through one of the world's largest and technologically advanced refining and petrochemical facilities. The broad diameters of SATORP's business activities make its supply chain susceptible to various risks thus making it a prime case for studying oil and gas sector SCRM complexities.

Research Problem

Supply chain risk management represents an immediate necessity for the Saudi Arabian oil and gas sector because of its active market conditions and developing statutory environments and international tensions. Technology developments combined with supply chain strategy advancements still fail to provide SATORP and other companies an effective solution to control supply chain risks. The improper management of these risks would create operational interruptions that cause financial damage and negative environmental and social impacts for the company.

The extensive supply chain of SATORP holds many risks because it depends on numerous suppliers and contractors along with logistics service providers. The supply chain becomes negatively impacted through extensive damage from external factors which include political instabilities alongside natural disasters as well as economic sanctions. The organisation faces multiple substantial challenges from internal risks which stem from equipment breakdowns as well as workplace issues and operational performance limitations. An additional complication emerges from supply chain management in this industry because cost-efficiency requirements come into conflict with risk reduction initiatives.

The main research goal is to develop complete strategies and frameworks which effectively manage supply chain risks in the oil and gas sector especially within SATORP operations. SATORP currently uses multiple risk management practices yet global supply chain complexities along with their interdependencies require enhanced resilient risk management techniques.

Importance of Research

Supply Chain Risk Management (SCRM) stands as a vital academic field particular to dangerous industrial sectors such as oil and gas. Companies focus on risk management through supply chains due to high sector complexities and volatile markets and external disruptions to achieve operational efficiency and financial stability. Information from the research titled “Supply Chain Risk Management in the Oil and Gas Sector: A Case Study in Saudi Aramco Total Refining And Petrochemical (SATORP)” focuses on SATORP's distinctive risks and demonstrates efficient risk management strategies.

This investigation assumes significant value because it delivers simultaneous benefits to academic knowledge and business implementation. The study expands scientific understanding about supply chain risk management practices which specifically focus on the oil and gas sector. The research fills knowledge gaps in present literature through its analysis of an actual SATORP case and application of theoretical models to real-life scenarios. The research delivers specific solutions which SATORP alongside similar companies may utilize for strengthening their supply chain resilience and reducing operational risks.

Scientific Importance

1. Contribution to Risk Management Theory

Supply Chain Risk Management (SCRM) stands as a vital academic field particular to dangerous industrial sectors such as oil and gas. Companies focus on risk management through supply chains due to high sector complexities and volatile markets and external disruptions to achieve operational efficiency and financial stability. Information from the research titled “Supply Chain Risk Management in the Oil and Gas Sector: A Case Study in Saudi Aramco Total Refining And Petrochemical (SATORP)” focuses on SATORP's distinctive risks and demonstrates efficient risk management strategies.

2.Addressing Gaps in Literature

This investigation assumes significant value because it delivers simultaneous benefits to academic knowledge and business implementation. The study expands scientific understanding about supply chain risk management practices which specifically focus on the oil and gas sector. The research fills knowledge gaps in present literature through its analysis of an actual SATORP case and application of theoretical models to real-life scenarios. The research delivers specific solutions which SATORP alongside similar companies may utilize for strengthening their supply chain resilience and reducing operational risks.

3. The Role of Technology and Innovation in SCRM

The study achieves meaningful scientific progress from its analysis of technology together with innovation as supply chain risk mitigation elements. The evaluation investigates the impact of blockchain alongside IoT and AI technologies on supply chain visibility and predictive analytics and control system improvement. Research findings about technology applications in SCRM will contribute to existing knowledge because the field remains exceptionally new to the oil and gas sector.

This study reviews SATORP's technological approaches for developing projected supply chain protection strategies which oil and gas businesses require to sustain through innovation. The study advances both scientific intelligence exchange and contemporary supply chain technological administration by showing a strategic path toward modern risk management implementations for industrial operations.

Practical Importance

1. Enhancing Operational Efficiency and Resilience

The research fulfills crucial needs for organizations which run complex supply chains in the oil and gas industry. Operating organizations such as SATORP should focus extensively on supply chain risk management because it ensures operational continuity. Supply chain disruptions that receive inadequate management allow delays in production schedules to generate increased costs as well as inflict damage to the organization's reputation. This research investigates SATORP's existing risk management strategies in detail then recommends practical solutions to enhance their risk management practices. The study will pinpoint particular supply chain weaknesses at SATORP to develop customized protection methods against these threats. The research will deliver operational resilience enhancements beyond disruption prevention by developing practical strategies that benefit SATORP. The research results will help executive decision-makers choose where to deploy their risk management funds while directing resources towards weak risk points.

2. Financial Performance and Risk Mitigation

Every business in the oil and gas sector must address financial consequences which result from supply chain disruption. The present study investigates how risks in SATORP's supply chain affect financial outcomes and provides recommendations to reduce such threats to financial stability. The recommendations presented aim to deliver affordable risk management methods which support operational smoothness. The financial assessment of risk management approaches allows SATORP to select strategic locations for its investment in safety protocols. Insurance strategies along with hedging and contingency planning receive investigation in order to understand their potential role in lowering financial risk levels. Operating in a volatile market makes the risk management approach highly important for SATORP because commodity price changes and regulatory shifts heavily affect its profitability.

3. Policy and Regulatory Compliance

The studies regarding Olmix phytase show their fundamental role in supporting companies to meet regulatory standards. The oil and gas industry must comply with rigorous regulations which leads to financial penalties as well as operational stoppages while causing major damage to corporate reputation. The study will demonstrate to SATORP the steps needed to build compatible risk management approaches through national and international standard rule systems for efficient supply chain management. This study conducts an evaluation of present regulatory risk management approaches to deliver recommendations for systems enabling organizations to forecast upcoming compliance hazards and execute appropriate responses. The study explores both geopolitical risks affecting supply chains and establishes corporate defense measures that conform to regulatory standards.

4. Benchmarking and Best Practices

The study delivers essential practical value to organizations because it enables them to conduct comparative assessments. The supply chain risk management procedures established by SATORP serve as evaluation benchmarks which other oil and gas companies in this sector can adopt. The research provides applicable business practices which Saudi Arabian together with international businesses in the industry may utilize. The guidebook delivers complete instructions to organizations about Supply Chain Risk Management by integrating best-practice standards that link supplier partnerships with risk evaluation tools and crisis management plans.

Study Objectives

1. Identifying the Main Risks Affecting the Supply Chain at SATORP

The oil and gas industry operates under multiple types of supply chain risks that originate internally from the industry itself as well as externally from outside sources. Exterior risks to supply chains in the oil and gas sector stem from worldwide price changes in oil and political resource uncertainties and new regulatory measures and natural disasters blocking production and distribution operations. Operational efficiency together with equipment quality and human resource management represent internal risks within supply chains. The research conducts in-depth analysis of these risks by studying SATORP as a case example under this objective. The research will begin by comprehending already published literature then analyze SATORP company reports alongside interview responses from relevant officials to fully understand these dangers. Understanding SATORP's operating environment and its supply chain performance challenges will be achieved through this critical objective.

2. Evaluating the Current Risk Management Strategies and Practices at SATORP

Large companies such as SATORP need advanced and inclusive supply chain strategies for risk reduction together with operational performance improvement. A company implements different strategies based on risk types which often require various tools and procedures to quickly respond to risks and control their adverse effects. The assessment involves reviewing what SATORP implements today for managing risks as part of their strategies. The evaluation process will determine how well these strategies perform while identifying any gaps found in the daily supply chain operations along with assessing the current integration levels. The investigation will demonstrate the effectiveness of present methods to manage risks by the company and identify needed improvements or necessary changes in risk management practices.

3. Analyzing the Impact of Supply Chain Disruptions on SATORP's Operations and Financial Performance

Operational efficiency and financial performance function as determining success elements for every business operating within the oil and gas sector. Any interruptions within the

supply chain system will produce substantial negative effects on both productivity levels and profits for the company. Such disruptions need thorough examination of their both financial and operational consequences. This aspect examines operational disturbances and market risks that delay SATORP's performance together with their consequences on financial metrics of the corporation. The analysis examines financial management costs of risk reductions along with their influence on profit levels and market share and operational expenses.

4. Providing Recommendations to Enhance the Risk Management Framework at SATORP Based on Best Practices and Lessons Learned from the Study

Risk management success within supply chains requires organizations to examine previously encountered challenges after which they should adopt established practical solutions that functioned effectively in counterpart industries or different commercial sectors. The research project will present operational suggestions to build up SATORP's risk management structure. SATORP will receive practical recommendations derived from case study analysis findings to strengthen its supply chain risk readiness according to the conclusions drawn. Such suggestions might encompass upgraded risk forecasting systems together with better management of supplier relationships and implementation of contemporary technologies accelerating response time.

5. Exploring the Role of Technology and Innovation in Improving Supply Chain Risk Management in the Oil and Gas Sector

Modern business operations utilize technological advancements that build solutions which improve supply chain management functions and decrease network-related perils. The combination of artificial intelligence (AI) systems with Internet of Things (IoT) and blockchain technology serves most firms to optimize their transparency initiatives and their shipment tracking function and data control mechanisms.

Technology interventions for enhancing supply chain risk management in the oil and gas sector will be studied while determining the benefits SATORP receives from these solutions to improve its risk identification and management performance. Research findings from recent investigations are presented to study risk management progress and negative effect reduction through literature analysis.

Study Questions

1. Main Research Question

The main research question for this study is:

What are the key risks affecting the supply chain of Saudi Aramco Total Refining and Petrochemical (SATORP), and how effective are the current strategies and technologies employed by the company in mitigating these risks?

This central question encapsulates the core focus of the study—identifying the types of risks that threaten SATORP’s supply chain operations and analyzing the effectiveness of the current risk management strategies. It also considers the role of innovation and technology in mitigating risks and improving supply chain resilience.

This overarching question will be broken down into more specific sub-questions that address different facets of supply chain risk management.

2. Sub-Questions

Sub-Question 1: What are the internal and external risks that affect SATORP's supply chain operations?

Supply chain risks can be categorized broadly into internal and external risks. **Internal risks** refer to challenges that arise from within the company, such as operational inefficiencies, equipment failures, or issues with human resources. **External risks**, on the other hand, are caused by external factors, such as fluctuations in global oil prices, geopolitical instability, or natural disasters. This sub-question seeks to distinguish and categorize these risks to provide a clearer understanding of the specific challenges SATORP faces.

Sub-Question 2: How does SATORP assess, identify, and prioritize these supply chain risks?

Every company must have a structured method for assessing, identifying, and prioritizing risks. This sub-question seeks to explore the tools, methodologies, and frameworks that SATORP uses to understand and categorize the various risks in its supply chain. For example, does SATORP use risk matrices, supply chain mapping, or predictive analytics to

identify potential disruptions? Additionally, how does the company prioritize these risks—does it focus on the most likely risks, or the ones that could cause the greatest disruption?

Sub-Question 3: What strategies and practices does SATORP currently employ to mitigate identified supply chain risks?

This sub-question examines the specific risk mitigation strategies that SATORP uses. These could include **supplier diversification, inventory management techniques, safety stock policies, logistics optimizations**, or strategic alliances with suppliers. Understanding these practices provides a detailed view of SATORP's approach to risk management.

Sub-Question 4: How do supply chain disruptions affect SATORP's operational performance and financial outcomes?

This sub-question focuses on the tangible impacts of supply chain risks on SATORP's operations and financial performance. Supply chain disruptions can lead to production delays, cost overruns, and missed market opportunities, all of which can have a significant financial toll on a company. By answering this question, the study aims to quantify the negative effects of these disruptions and understand the financial trade-offs involved in managing supply chain risks.

Sub-Question 5: What role do technology and innovation play in improving SATORP's Supply Chain Risk Management?

The integration of technology is becoming increasingly important in managing supply chain risks. This sub-question examines how technologies like **Blockchain, Artificial Intelligence (AI), Internet of Things (IoT), and Predictive Analytics** are used by SATORP to enhance visibility, predictability, and control within the supply chain. It also looks at how SATORP leverages these technologies to reduce the risk of disruptions, improve response times, and ensure better decision-making.

Study Hypotheses

Based on the research questions, the following hypotheses are proposed for empirical testing:

Hypothesis 1: Internal and external risks have a significant impact on SATORP's supply chain performance.

This hypothesis suggests that both internal and external risk factors directly influence the efficiency and reliability of SATORP's supply chain operations. It posits that internal risks such as equipment failures and external risks like geopolitical events contribute to performance variances.

Hypothesis 2: SATORP's current risk management strategies are only partially effective in mitigating supply chain risks.

This hypothesis proposes that while SATORP has strategies in place to manage risks, there are gaps in these strategies that limit their overall effectiveness. Some risks may remain unmanaged or insufficiently addressed, leading to potential supply chain disruptions.

Hypothesis 3: Supply chain disruptions have a measurable negative effect on SATORP's financial performance.

This hypothesis suggests that any significant supply chain disruption will adversely affect SATORP's financial outcomes, including profitability, operational costs, and market competitiveness.

Hypothesis 4: The adoption of advanced technology improves SATORP's ability to manage supply chain risks.

This hypothesis proposes that the integration of new technologies like AI, IoT, and Blockchain will enhance SATORP's risk management capabilities. These technologies will improve transparency, predictive accuracy, and operational agility in handling risks.

Scientific theory followed

Supply Chain Risk Management (SCRM) in the oil and gas sector is a multifaceted field that combines elements from operations management, risk theory, supply chain management, and industrial economics. Understanding the theoretical underpinnings of SCRM is critical to developing effective strategies for managing the unique risks faced by companies in this sector, such as Saudi Aramco Total Refining and Petrochemical (SATORP). This section explores the key theoretical principles that guide the study of SCRM in the oil and gas industry, focusing on risk identification, risk assessment, mitigation strategies, and the role of technology and innovation.

1. Risk Management Theory

Risk management theory serves as the foundation for understanding how companies can identify, assess, and mitigate risks in their operations. In the context of supply chains, risk management theory provides a framework for addressing uncertainties that can disrupt the flow of goods and services. According to traditional risk management principles, risk is defined as the potential for loss or damage, and it can be categorized into several types, including operational, financial, environmental, and geopolitical risks.

In the oil and gas sector, risk management theory is particularly relevant because the industry is exposed to a wide range of risks, from price volatility and supply disruptions to regulatory changes and environmental hazards. Companies like SATORP must adopt a proactive approach to risk management by continuously monitoring their supply chains, assessing the likelihood and impact of potential risks, and implementing strategies to mitigate those risks.

Risk management theory emphasizes the importance of both preventive and corrective measures. Preventive measures aim to reduce the likelihood of risks occurring, while corrective measures focus on minimizing the impact of risks once they materialize. For SATORP, this could involve diversifying its supplier base, investing in technology to monitor supply chain operations, and establishing contingency plans to respond to disruptions (Jankensgard, H., & Kapstad, P. 2021).

2. Supply Chain Management (SCM) Theory

Supply chain management (SCM) theory provides the foundation for understanding the structure and dynamics of supply chains in various industries, including oil and gas. SCM

theory is concerned with the flow of goods, services, information, and finances from suppliers to end customers. In the oil and gas industry, the supply chain is complex and involves multiple stages, including exploration, production, refining, transportation, and distribution. Each stage is vulnerable to risks, and the effective management of these risks is critical for ensuring the smooth operation of the supply chain.

SCM theory emphasizes the importance of coordination and collaboration among supply chain partners to achieve operational efficiency and minimize risks. Companies like SATORP must collaborate with their suppliers, transporters, and distributors to ensure that risks are identified and managed at every stage of the supply chain. This requires a high level of visibility and transparency across the supply chain, as well as the use of advanced technologies, such as real-time monitoring systems and predictive analytics.

In addition to collaboration, SCM theory highlights the importance of flexibility and agility in managing supply chain risks. The ability to quickly adapt to changes in the market, such as fluctuations in oil prices or disruptions in supply, is essential for maintaining the stability of the supply chain. SATORP can enhance its supply chain resilience by adopting flexible sourcing strategies, optimizing inventory levels, and investing in infrastructure that allows for rapid response to disruptions(Liao, S. H., & Widowati, R. 2021).

3. The Resource-Based View (RBV) of Supply Chain Risk Management

The Resource-Based View (RBV) is a strategic management theory that focuses on the role of a firm's internal resources and capabilities in achieving competitive advantage. In the context of SCRM, the RBV suggests that companies can gain a competitive edge by developing unique resources and capabilities that enable them to manage supply chain risks more effectively than their competitors.

For companies in the oil and gas sector, these resources may include specialized knowledge of the industry, advanced technological capabilities, strong relationships with suppliers and customers, and the ability to access and manage critical raw materials. SATORP, for example, can leverage its relationship with Saudi Aramco and Total to gain access to cutting-edge technology and expertise in refining and petrochemical production. Additionally, its strategic location in Saudi Arabia gives it access to abundant crude oil supplies, which can help mitigate the risks associated with supply disruptions.

The RBV also emphasizes the importance of intangible resources, such as organizational culture and managerial expertise, in managing supply chain risks. Companies that foster a risk-aware culture, where employees at all levels are trained to identify and respond to risks, are better equipped to manage uncertainties in the supply chain. For SATORP, investing in the development of its human capital and cultivating a culture of risk awareness could enhance its ability to manage supply chain risks and improve its overall performance(Tiwari,. 2024).

4. The Bullwhip Effect and Risk Propagation in Supply Chains

The bullwhip effect is a well-known concept in SCM theory that describes how small fluctuations in demand at the customer level can lead to increasingly larger fluctuations in demand upstream in the supply chain. This phenomenon can result in inefficiencies, such as overproduction, excess inventory, and increased lead times, which in turn increase the vulnerability of the supply chain to risks.

In the oil and gas sector, the bullwhip effect can be exacerbated by the long lead times and high levels of uncertainty associated with exploration, production, and transportation. For example, a sudden drop in demand for refined petroleum products due to an economic downturn can lead to a sharp reduction in crude oil orders, causing disruptions throughout the supply chain.

Risk propagation theory builds on the concept of the bullwhip effect by explaining how risks can spread through the supply chain. When a disruption occurs at one stage of the supply chain, it can have a cascading effect on other stages, amplifying the impact of the initial disruption. For instance, a delay in crude oil shipments can cause delays in refining operations, which in turn can lead to shortages of finished products and lost revenue.

To mitigate the bullwhip effect and prevent risk propagation, SATORP can implement strategies such as demand forecasting, inventory optimization, and supplier diversification. By improving its ability to predict changes in demand and adjusting its supply chain operations accordingly, SATORP can reduce the likelihood of supply chain disruptions and minimize their impact on its operations(Dolgui, & Rozhkov, 2020).

5. Total Cost of Ownership (TCO) and Risk Management

The Total Cost of Ownership (TCO) framework is a key concept in supply chain management that considers not only the direct costs of acquiring goods and services but

also the indirect costs associated with managing and mitigating risks throughout the supply chain. TCO theory suggests that companies should evaluate the long-term costs of their supply chain decisions, including the costs of risk mitigation, compliance with regulations, and the potential financial impact of supply chain disruptions.

In the oil and gas sector, where supply chain risks can have significant financial and operational consequences, the TCO framework is particularly relevant. For example, sourcing crude oil from a low-cost supplier in an emerging market may seem cost-effective in the short term, but it may expose the company to geopolitical risks, supply disruptions, and environmental liabilities that result in higher costs in the long run.

SATORP can apply the TCO framework to its supply chain risk management strategy by evaluating the total costs associated with different risk mitigation options. This may involve assessing the costs of investing in new technology, diversifying suppliers, or establishing contingency plans to respond to supply chain disruptions. By taking a long-term perspective on supply chain costs, SATORP can make more informed decisions that balance cost savings with risk management(Roda& Garetti, 2020).

6. The Role of Technology in Supply Chain Risk Management

Technological innovation plays a crucial role in enhancing the ability of companies to manage supply chain risks. In the oil and gas sector, technology can be used to improve visibility, predict risks, and respond more effectively to disruptions. Theories related to technological adoption and innovation, such as the Technology Acceptance Model (TAM) and the Diffusion of Innovation Theory, help explain how companies adopt and integrate new technologies into their operations.

According to TAM, the perceived usefulness and ease of use of a technology influence its adoption by companies and employees. In the context of SCRM, technologies such as predictive analytics, blockchain, and real-time monitoring systems can provide valuable insights into supply chain risks and help companies respond more proactively to potential disruptions.

For SATORP, the adoption of advanced technologies can enhance its ability to monitor supply chain operations in real time, predict risks before they materialize, and automate responses to supply chain disruptions. For example, predictive analytics can be used to

forecast changes in demand, while blockchain can improve the traceability of goods and enhance collaboration with suppliers. (Roda& Garetti, 2020).

The theoretical principles of supply chain risk management provide a comprehensive framework for understanding the complexities of managing risks in the oil and gas sector. By applying risk management theory, supply chain management theory, the Resource-Based View, and other key concepts, companies like SATORP can develop more effective strategies for identifying, assessing, and mitigating supply chain risks. Additionally, the integration of advanced technologies and the adoption of a Total Cost of Ownership approach can further enhance the resilience of the supply chain, ensuring long-term success in a volatile and uncertain market environment.

The relationship between theory and research

The theoretical principles of Supply Chain Risk Management (SCRM) provide a solid foundation for analyzing the risks faced by SATORP and developing strategies to mitigate them. Risk Management Theory is central to this study, as it helps explain how SATORP identifies, assesses, and responds to various risks, including geopolitical instability, price fluctuations, operational inefficiencies, and regulatory challenges. The study applies risk assessment models to categorize and prioritize these risks, ensuring that SATORP can implement proactive measures to minimize disruptions. Additionally, Supply Chain Management (SCM) Theory emphasizes the importance of coordination, integration, and flexibility in supply chains, which is particularly relevant for SATORP's complex network of suppliers, contractors, and logistics providers. This study evaluates SATORP's approach to supplier collaboration, inventory control, and contingency planning to determine how effectively it mitigates disruptions and ensures operational continuity. Furthermore, the Resource-Based View (RBV) theory provides insight into how SATORP leverages its unique resources—such as its affiliation with Saudi Aramco and Total, access to advanced refining technologies, and its strong supplier relationships—to gain a competitive advantage and enhance supply chain resilience. The study examines how these strategic assets contribute to SATORP's ability to withstand external shocks and internal challenges. Another key theoretical concept, the Bullwhip Effect and Risk Propagation, is relevant because supply chain disruptions can amplify risks throughout the system. The study explores how fluctuations in crude oil supply, refinery outages, or logistics delays impact SATORP's operational efficiency and financial performance. By analyzing how risk propagation affects different supply chain tiers, the study provides insights into strategies to minimize cascading disruptions. Lastly, the role of Technology and Innovation in Risk Management is crucial, as modern supply chains rely heavily on Artificial Intelligence (AI), the Internet of Things (IoT), blockchain, and predictive analytics to improve risk visibility and response times. This study investigates how SATORP integrates these technologies to enhance supply chain transparency, improve real-time decision-making, and strengthen its risk management framework. By aligning these theoretical principles with empirical research, this study not only contributes to the academic discourse on supply chain risk management in the oil and gas sector but also provides practical recommendations for enhancing SATORP's resilience. It offers a comprehensive approach to identifying

vulnerabilities, evaluating current risk management strategies, and proposing innovative solutions to strengthen SATORP's supply chain in an increasingly volatile energy market.

CHAPTER 2

Introduction

Supply Chain Risk Management (SCRM) in the oil and gas sector has gained significant attention due to the inherent complexities and uncertainties associated with the industry. The global nature of oil and gas supply chains, their exposure to geopolitical instability, and market volatility make effective risk management crucial for ensuring operational efficiency, reducing costs, and enhancing resilience. This literature review provides an analysis of the current state of knowledge on SCRM in the oil and gas sector, with a specific focus on the Saudi Aramco Total Refining and Petrochemical Company (SATORP). The review synthesizes insights from previous studies, highlighting key themes and trends, including risk identification, mitigation strategies, the role of technology, and the challenges faced by National Oil Companies (NOCs) like Saudi Aramco.

Literature Review

Supply Chain Management in the Oil and Gas Sector

Due to their worldwide network of complex operations the oil and gas supply chains handle particular difficulties. The research conducted by Matveeva (2015) explores current SCM issues affecting the oil and gas industry due to its high uncertainty and extended delivery periods and dependent marketplace structure. Several entities participating in oil or gas production and distribution need to meet both regulatory requirements for material supply operations as well as shipping activities throughout their distribution networks. The level of supply chain vulnerability to price fluctuations and supply disruptions as well as geopolitical tensions increases directly with supply chain complexity.

Ghaithan, Attia and Duffuaa (2017) designed an optimization system that tests operational effectiveness in uncertain conditions for oil and gas downstream chain operation. Studies show the relationship between cost-efficient product quality delivery comes from supply chain inventory control alongside optimized transportation systems and production scheduling during changing market conditions. The operational environment of SATORP relies on this model because it operates in the dynamic segment of oil and gas supply chains which handles refining and petrochemical production requirements and material availability.

Risks in the Oil and Gas Supply Chain

Multiple dangers affect the oil and gas supply chain operations and divide into four primary risk groups: operational risks and financial risks and geopolitical risks and environmental risks. According to Fernandes, Barbosa-Póvoa, and Relvas (2011) a complete evaluation exists for petroleum supply chain risk management that reveals primary threats including price instability and supply breakdowns along with legislative transformations and environmental damage. Their research presents an innovative risk management system because it promotes integrated approaches that recognize how supply chain elements connect to each other.

According to Ramady (2018) Saudi Aramco alongside other national oil companies (NOCs) faces multiple risks from inside their organization and from external sources. NOCs need to manage operational efficiency risks during workforce management and asset integrity

operations and deal with geopolitical instabilities and price fluctuations and environmental regulations outside their operations. These risks create a high vulnerability for SATORP because the joint venture company depends on Middle Eastern crude oil imports along with global market conditions.

The study by Tory and Blome (2011) examines the organizational threats that occur while acquiring oil in Eastern Middle Eastern growing markets by analyzing regional political situations and financial concerns companies endure when conducting business within the area. Their research shows how essential it is to build strong risk reduction solutions that involve spreading supplier networks while setting extended agreements and infrastructural development to minimize supply chain interruptions.

Risk Mitigation Strategies in the Oil and Gas Supply Chain

Successful risk reduction approaches serve as the fundamental method to handle complex oil and gas supply chain operations. Ghaithan, Attia and Duffuaa (2021) introduced a multiple-objective framework that manages integrated oil and natural gas supply chains under uncertainty conditions by establishing an all-inclusive risk management strategy. The research incorporates various risk elements and uses demand volatilities alongside transportation disturbances and price instabilities to create performance strategies which reduce risk effects on supply chains. The model gives SATORP and other companies important information about achieving optimal decisions between expense reduction and service quality and danger vulnerability.

Erakpotobo and Omo (2022) explore how SCRM helps marginal field oil and gas companies in Nigeria through their research on the value of proactive risk management. Through their research organization discovers that adopting specific SCRM approaches enables businesses to decrease the consequences of supply chain interruptions by spreading supplier connections and technical investments and developing essential stakeholder relationships. SATORP operates in a volatile market situation thus this finding offers crucial value because it helps the company adjust risk management strategies to maintain operational resilience.

Role of Technology in Supply Chain Risk Management

The oil and gas sector needs a dramatic rise in technical involvement to properly manage supply chain risks. Attia (2024) examines through his research how integrated risk oversight merges with maintenance preparation benefits oil and gas suppliers and additionally studies which technological services can maximize their risk control activities. Through predictive analytics and real-time monitoring and automated maintenance systems his study demonstrates strategies to detect risks that could transform into critical disruptions before they occur. Modern implemented technologies would enable SATORP to improve their supply chain monitoring and control of equipment maintenance and inventory management while tracking supplier data at a higher operational level.

The developing blockchain technology demonstrates exceptional potential for better supply chain transparency while enhancing supply chain traceability capabilities. Fernandes et al. (2011) show blockchain systems allow goods tracking in supply chain logistics for immediate supply chain oversight that minimizes all fraud types. Blockchain technology implementation at SATORP brings improved environmental safety compliance together with strengthened cooperation between suppliers and other key stakeholders due to its regulated sector operations.

Challenges and Opportunities for National Oil Companies

National Oil Companies which include Saudi Aramco handle distinct supply chain management issues because they function simultaneously as domestic policy implementers and profit-driven commercial entities. According to Al-Fattah (2013) National Oil Companies have to walk between commercial objectives and national commitments through their existing business models during market evolution. Existing national oil companies such as NOCs must tackle increased supply chain risks due to their obvious requirement to develop unprofitable energy initiatives that serve national security needs.

The paper by Ramady (2018) analyzes Saudi Aramco's post-IPO obstacles through an evaluation of its supply chain management needs and risk reduction strategies. Post-IPO pressures require Saudi Aramco to operate with enhanced efficiency as well as increased transparency which affects its supply chain operations. The supply chain at SATORP must cope with strategic challenges in addition to maintaining operational security and stability against outside disturbances since it functions as Saudi Aramco's significant operational unit.

The Saudi chemical cluster development examined by Aloadah, ElKhoury, and Bashir (2016) shows Saudi Aramco possibilities to strengthen its supply chain through chemical sector expansion for crude oil export reduction. The research discovers that Saudi Aramco can strengthen its supply chain resilience against crude oil price volatility by directing investments toward petrochemicals and refining businesses downstream. The diversification strategy of SATORP would establish a market shock resistance mechanism while making its supply chain more operational stable.

Integrated Supply Chain Models for Risk Management

The integrated supply chain framework helps businesses operate risk management plans using well-designed coordinated methods. The authors introduced their 2021 paper with a multilevel supply chain model to unite oil and natural gas distribution operations and handle uncertain factors stemming from consumer adjustments along with transportation problems and market price fluctuations. Through its risk management model SATORP achieves maximum supply chain performance while reducing operations threats.

According to Attia 2024 maintenance planning should integrate risk management systems for effective management of oil and gas supply chains. Companies using contemporary surveillance systems and analytical tools identified by his research can recognize risks to prevent disruptive events from escalating. Supply chain risk management at SATORP would become stronger through integrated model deployment which would lead to better operational outcomes.

Risk detection capabilities and evaluation processes are part of essential requirements for supply chain operations to reach maximum efficiency in the oil and gas sector. Research produced by Matveeva (2015) and Ghaithan et al (2017, 2021) and other studies delivers vital information regarding SATORP's risks and protective measures. Supply chain resilience receives heightened improvement due to the adoption of predictive analytics together with blockchain-enabled technology in contemporary business operations. SATORP will achieve long-term market success through implementing its risk insights successfully within its operational framework.

Research Gap

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Theoretical framework

Introduction

Research on Supply Chain Risk Management (SCRM) for the Oil and Gas Sector operates within Saudi Aramco Total Refining and Petrochemical Company (SATORP). The section begins with essential theoretical aspects about how supply chain risks escalate business performance before introducing different disruption avoidance methods. Risk management theory linked with supply chain management principles driven by technological advancements becomes a sufficient method to understand complex supply chain risk management strategies.

Industrial changes in the oil and gas industry cause damaging market conditions through sophisticated supply chains because these systems encounter various internal and external risks that originate from political factors alongside unpredictable fuel prices and regulatory regulations along with operational shortcomings. A well-operating supply chain risk management system gives entities all necessary elements to reach operational excellence and financial balance without compromising regulatory compliance standards.

Internationally linked supply chains require organizations to unite AI and Blockchain technology systems with IoT functionality to enhance supply chain oversight and predictive threat assessment capabilities while strengthening supply chain durability.

SATORP functions as a corporate initiative between Saudi Aramco and Total operating a state-of-the-art petroleum processing facility near the international sphere. SATORP serves as the optimal real-world research subject for supply chain risk management analysis due to its intricate supply chain operations. The study presents value for academic scholars and industrial professionals by showing supply chain resilience methods for oil and gas companies that combine strategic risk management with contemporary technology applications.

Overview of SATORP and Its Relevance as a Case Study

Background of SATORP

Saudi Aramco Total Refining and Petrochemical Company (SATORP) functions as a joint Saudi Aramco-Total venture which operates its world-class refining and petrochemical complex from Jubail Saudi Arabia. The facility stands as one of the globally advanced refineries that transforms heavy crude oil into premium petroleum and petrochemical

products. Through SATORP the Saudi Arabia downstream oil sector achieves its global markets distribution of refined products.

Why SATORP is a Relevant Case Study for SCRM

SATORP's complex supply chain makes it an ideal case study for understanding supply chain risk management in the oil and gas sector. Key reasons include:

1. High Exposure to External Risks:

- Dependence on global crude oil supplies, making it vulnerable to market fluctuations and geopolitical risks.
- Regulatory and environmental compliance challenges in the energy sector.

2. Operational Complexities:

- Involves multiple suppliers, contractors, and logistics providers across different regions.
- Requires efficient inventory and transportation management to avoid delays and disruptions.

3. Use of Advanced Technologies in Risk Management:

- Integration of AI, IoT, and Blockchain in supply chain processes.
- Implementation of predictive analytics for risk assessment and supply chain optimization.

The Independent Variable: Supply Chain Risks

Defining Supply Chain Risks and Their Significance

Supply chain risks include every single vulnerability or unexpected disruption found in the supply network which harms product transfers and service delivery and information flow throughout the supply chain. Supply chains face various threats because of both external and internal elements that include political developments and financial uncertainty together with operational system inadequacies and workforce limitations. The complex and capital-rich global supply chains in the oil and gas sector require effective risk management to

maintain operations and safeguard business needs as well as regulatory requirements (Gurtu and Johny 2021).

SATORP faces extensive supply chain challenges as a leading refining and petrochemical company because its operations depend on unstable crude oil markets with sensitive political oil sectors and complex refining and delivery systems. Any supply chain disruption affects SATORP by causing delayed production schedules and higher costs together with negative reputational impacts and noncompliance with environmental and safety regulations. SATORP needs to identify supply chain risks properly along with conducting effective assessments and implementing mitigation strategies because these risks create large potential issues that affect competitive success and operational efficiency.

The supply chain risks consist of external elements alongside internal components which demand separate risk management strategies because of their different difficulties. The external risks which organizations face are macro-environmental elements that escape their management control but internal risks materialize through operational shortcomings and management limitations. The knowledge of complete risk elements helps SATORP and other companies build operational sustainability in supply chain networks (Emrouznejad et al., 2023).

External Supply Chain Risks

The external supply chain risks stem from uncontrollable environmental elements which organizations need to foresee and handle to stop operational interruptions. External risks within the oil and gas industry produce extensive consequences which extend beyond financial impacts and harm both organizational brand value and regulatory position and long-lasting operational stability.

The oil industry faces a vital external risk from geopolitical instability that includes political conflicts and trade wars and economic sanctions and civil unrest in oil-producing regions. The multinational global operations of SATORP create vulnerability to supply chain disruptions and increased transportation costs because any geopolitical tensions in Middle Eastern oil-producing regions or major oil hubs can affect its exports to multiple countries. These tensions create compliance issues for the refined products trading route. Major economic powers through their trade restrictions and embargoes and tariffs create barriers that compromise access to vital marketplaces and suppliers for SATORP thereby posing significant risks to its supply chain stability (Um & Han, 2021).

Another significant external risk is oil price fluctuations, which have a direct impact on the cost structure and profitability of companies in the oil and gas sector. Crude oil prices are highly volatile due to factors such as OPEC production policies, global supply-demand imbalances, and speculative trading in commodity markets. For SATORP, sudden increases in crude oil prices can lead to higher procurement costs, while price drops can result in lower revenue margins and reduced investment in refining capacity expansion. Effective risk management strategies, such as hedging and long-term supply agreements, are essential to mitigate the financial impact of oil price fluctuations on the company's supply chain operations (Ganesh and Kalpana, 2022).

Regulatory changes also present a major external risk, as governments worldwide impose strict environmental, safety, and trade regulations on the oil and gas industry. Compliance with carbon emission laws, safety standards, and waste disposal guidelines is essential for SATORP to avoid legal penalties, reputational damage, and operational shutdowns. The global shift toward renewable energy and carbon neutrality policies further increases the regulatory pressure on refining companies, necessitating investment in sustainable supply chain practices and emission reduction initiatives (Del Giorgio Solfa, 2022).

Environmental risks, such as hurricanes, earthquakes, and oil spills, also pose significant challenges to oil and gas supply chains. Natural disasters can disrupt offshore drilling operations, damage infrastructure, and delay the transportation of crude oil and refined products. SATORP's supply chain is particularly vulnerable to extreme weather events in the Arabian Gulf region, making it essential to implement disaster recovery plans, supply chain diversification, and infrastructure resilience measures to mitigate potential disruptions (Piprani et al., 2022).

Internal Supply Chain Risks

Supplementing external risks SATORP faces internal supply chain risks that emerge from within their operations and stem from operational inefficiencies combined with technological limitations and managerial challenges. An effective response is required by companies like SATORP to handle these critical vulnerabilities which negatively affect supply chain performance and operational productivity and cost management.

Supply chain operations of SATORP face major internal risk through operational inefficiencies that result in delayed production scheduling together with poor inventory management and poor logistics coordination. Complexity of refining processes and

petrochemical manufacturing makes any supply chain inefficiency result in substantial financial damage while driving customer dissatisfaction. Operational inefficiencies worsen when stakeholders in the supply chain do not maintain alignment and when forecasting demand poorly or when procurement methods run inefficiently (Gurtu & Johny 2021).

Unforeseen equipment breakdowns present a serious internal risk that triggers operational shutdowns and drives up servicing expenses while also disrupting materials supply. The petrochemical industry depends on specific technological equipment which breaks down easily disturbing refinery production and generating delivery delays because of unit devices like distillers and converters and thermal exchanges. SATORP should spend money on predictive maintenance technologies and real-time monitoring systems and automated fault detection tools to improve equipment reliability and reduce downtime according to Ganesh & Kalpana (2022).

The supply chain of SATORP faces crucial obstacles when suppliers fail to deliver materials reliably and when raw materials are of poor quality or transportation systems experience bottlenecks. Limited supplier diversity exposes the company to risks from its few chosen vendors that creates operational delays and price increases while causing business-related disputes. Errands in supply chain operations appear because of customs delays along with port backlogs and transportation system breakdowns thus requiring specific risk reduction plans that integrate supplier network expansion and partnership development with multiple logistics route alternatives (Emrouznejad et al., 2023).

Finally, human resource constraints, such as skilled labor shortages, employee turnover, and inadequate training programs, can significantly impact supply chain efficiency. SATORP's refining and petrochemical operations require a highly specialized workforce with expertise in process engineering, logistics management, and risk assessment. A lack of qualified personnel can lead to operational delays, safety hazards, and suboptimal decision-making. To address this risk, SATORP must implement robust talent development programs, invest in workforce upskilling initiatives, and foster a risk-aware organizational culture to enhance supply chain resilience (Piprani et al., 2022).

Risk Identification and Assessment Frameworks

SATORP needs to implement established risk identification and assessment frameworks to access supply chain risks through systematic methods of detection and process of risk evaluation along with risk prioritization. The company can utilize Risk Matrices together with Supply Chain Mapping and Failure Mode and Effects Analysis (FMEA) as established methods.

By using risk matrices organizations can organize their risks into probability and consequence categories for better determination of necessary protective actions. While a risk scenario with both high likelihood and impact level demands instant response SATORP should handle low impact risks around supplier lead times through regular monitoring.

A visual depiction of the entire supply network through supply chain mapping enables SATORP to detect key dependencies and breakdowns as well as points of failure. Supply chain visibility through this method lets companies predict disruption risk which enables them to plan effective contingency responses.

Failure Mode and Effects Analysis (FMEA) lets organizations systematically evaluate operational weaknesses in both manufacturing equipment and supplier service delivery. Using systematic failure risk assessment followed by severity measurement and prevention strategies implementation allows SATORP to reach better operational reliability and more resilient supply chain performance (Um & Han, 2021).

The supply chain of SATORP exists under multiple potential risks which should be identified before implementing assessment steps for successful mitigation solutions. The company can build supply chain resilience through sophisticated risk management frameworks and technological innovations to improve operational efficiency as well as maintain business excellence in an unpredictable global energy market.

The Dependent Variable: Supply Chain Performance and Business Resilience

Defining Supply Chain Performance as the Dependent Variable

Supply chain performance is a critical factor that determines the overall efficiency, profitability, and sustainability of an organization. It refers to how well a company's supply chain operates in terms of meeting customer demand, managing costs, ensuring timely deliveries, and responding to disruptions. In the oil and gas sector, supply chain performance plays a crucial role in maintaining production efficiency, regulatory compliance, and market competitiveness. Given the highly volatile nature of the industry, companies like SATORP must focus on enhancing their supply chain performance to minimize risks and improve operational stability (Li et al., 2022).

For SATORP, supply chain performance is essential due to the complexity of refining and petrochemical operations, where even minor inefficiencies can lead to significant financial losses and operational setbacks. The ability to manage inventory efficiently, optimize production processes, and ensure the seamless flow of raw materials and finished products is key to maintaining a competitive edge in the global energy market.

Supply chain performance is typically evaluated through three key dimensions: operational performance, financial performance, and supply chain resilience. Each of these components contributes to the overall efficiency and adaptability of the supply chain, ensuring that companies can operate effectively in both stable and uncertain environments.

Operational Performance in the Supply Chain

Operational performance is one of the fundamental aspects of supply chain performance and is primarily concerned with efficiency, timeliness, and resource optimization. For oil and gas companies like SATORP, operational performance determines how well the supply chain can deliver raw materials, process crude oil into refined products, and distribute these products to the market while minimizing delays and costs.

One of the key indicators of operational performance is timeliness in supply chain activities. This includes the speed and accuracy of order fulfillment, transportation efficiency, and adherence to production schedules. Timely delivery of crude oil, for instance, is crucial for maintaining continuous refinery operations. Any delay in the supply chain, whether caused by logistical bottlenecks, supplier disruptions, or regulatory clearance delays, can result in production slowdowns and financial losses. SATORP must

ensure that its supply chain operations are streamlined and well-coordinated to minimize such risks (Siagian et al., 2021).

Production efficiency is another critical component of operational performance. Refining and petrochemical processes involve complex transformations of crude oil into various products, such as gasoline, diesel, and petrochemicals. The efficiency of production operations depends on equipment reliability, process optimization, and workforce coordination. If any part of the production system experiences inefficiencies—such as equipment malfunctions, unplanned maintenance, or workforce shortages—it can lead to disruptions that impact supply chain performance. SATORP must integrate predictive maintenance and automation technologies to enhance production efficiency and minimize operational disruptions (Zhao et al., 2023).

Inventory management is another crucial aspect of operational performance. Maintaining optimal inventory levels ensures that SATORP has sufficient raw materials to continue production while avoiding excess stock that could increase storage costs. Effective inventory management requires advanced forecasting models, supply chain visibility, and real-time tracking systems. Overestimating demand can lead to excess stockpiles of refined products, while underestimating demand may result in shortages that disrupt supply chain operations. SATORP must adopt digital inventory management systems and data-driven decision-making tools to improve inventory accuracy and reduce holding costs (Juan et al., 2022).

Financial Performance in the Supply Chain

Financial performance is a direct outcome of how well a company manages its supply chain. In the oil and gas sector, supply chain inefficiencies can lead to increased costs, lower profit margins, and reduced return on investment (ROI). SATORP's ability to optimize its supply chain directly impacts its overall financial health, shareholder value, and market position.

Profitability is one of the most significant financial indicators in supply chain performance. SATORP's financial performance is heavily influenced by crude oil procurement costs, refining margins, and distribution expenses. Any disruptions in the supply chain, such as rising transportation costs, supplier failures, or geopolitical events affecting crude oil prices, can reduce profitability. To enhance profitability, SATORP must implement cost-

effective sourcing strategies, negotiate favorable supplier contracts, and optimize transportation logistics to reduce unnecessary expenses (Qader et al., 2022).

Cost management is another essential component of supply chain financial performance. Companies in the oil and gas sector face significant operational costs, including raw material procurement, equipment maintenance, labor costs, and regulatory compliance expenses. Poor cost management can lead to financial instability and reduced competitiveness in the market. SATORP must focus on cost reduction strategies, such as process automation, supply chain digitalization, and demand-driven procurement models, to improve financial efficiency. Additionally, leveraging data analytics and AI-driven cost prediction models can help identify cost-saving opportunities and improve overall financial decision-making (Corrales-Estrada et al., 2021).

Return on investment (ROI) is a key metric for evaluating the financial success of supply chain strategies. Investments in advanced supply chain technologies, infrastructure improvements, and supplier partnerships should generate measurable financial benefits. SATORP's ability to improve ROI depends on its capacity to implement long-term strategic initiatives that enhance supply chain efficiency and reduce risks. For example, investments in blockchain technology for supply chain transparency or AI-powered predictive analytics for demand forecasting can lead to long-term financial gains by minimizing inefficiencies and optimizing resource utilization (Li et al., 2022).

Supply Chain Resilience and Business Continuity

Supply chain resilience is the ability of an organization to adapt to disruptions, recover quickly from setbacks, and maintain operational continuity in the face of uncertainties. In the oil and gas industry, supply chain resilience is critical due to frequent geopolitical instability, regulatory changes, environmental disasters, and economic fluctuations. SATORP's supply chain resilience determines how well it can withstand shocks and sustain long-term operations without significant losses (Siagian et al., 2021).

Adaptability to disruptions is one of the key components of supply chain resilience. Companies that can quickly adjust their supply chain strategies in response to market changes, supplier failures, or transportation disruptions have a competitive advantage. SATORP must focus on building flexible supply chain networks, diversifying suppliers, and adopting contingency plans to ensure adaptability. Implementing real-time monitoring

systems, risk assessment frameworks, and alternative sourcing strategies allows the company to respond proactively to unexpected challenges (Juan et al., 2022).

Continuity planning plays a crucial role in ensuring that supply chain operations can continue despite unexpected disruptions, such as cyberattacks, equipment failures, or global supply chain crises. SATORP must develop business continuity plans that include emergency response protocols, backup supplier agreements, and inventory buffering strategies. Ensuring cross-functional collaboration and crisis management training among supply chain teams enhances preparedness and minimizes operational downtime (Zhao et al., 2023).

The speed of recovery after a disruption is another defining feature of supply chain resilience. Companies that recover quickly from supply chain shocks can prevent financial losses, maintain customer trust, and sustain long-term growth. SATORP must leverage AI-powered risk prediction models, digital supply chain platforms, and real-time data analytics to enhance its recovery capabilities. The faster the company can identify and respond to disruptions, the less impact they will have on financial and operational performance (Qader et al., 2022).

The Role of Effective Risk Management in Supply Chain Performance

Effective risk management is essential for enhancing operational performance, optimizing financial outcomes, and improving supply chain resilience. Without a structured risk management approach, companies like SATORP face increased vulnerabilities that can lead to delays, cost overruns, and reputational damage.

Risk mitigation strategies, such as supplier diversification, predictive analytics, and advanced procurement planning, enable companies to anticipate potential disruptions and take proactive measures. Digital transformation in supply chain management, including blockchain for transparency, IoT for real-time tracking, and AI for predictive maintenance, plays a crucial role in minimizing risks and improving performance (Li et al., 2022).

By integrating data-driven decision-making, process automation, and strategic risk management, SATORP can significantly enhance supply chain efficiency, financial profitability, and long-term resilience. In today's volatile market, a well-structured supply chain risk management framework is essential for ensuring sustainable growth, operational stability, and competitive advantage in the oil and gas industry.

The Relationship Between Supply Chain Risks and Supply Chain Performance

In the oil and gas industry, supply chain risks significantly impact supply chain performance, affecting operational efficiency, financial outcomes, and resilience. The complex nature of oil and gas supply chains, which involve multiple suppliers, transportation networks, and regulatory requirements, makes them highly vulnerable to both internal and external risks. For SATORP, effective supply chain risk management is essential to maintain stability and long-term profitability. Supply chain risks, such as geopolitical instability, crude oil price fluctuations, and operational inefficiencies, create challenges that can disrupt the flow of materials, increase costs, and reduce financial returns.

The relationship between supply chain risks and performance can be analyzed through various theoretical models, including Risk Propagation Theory, the Bullwhip Effect, and the Total Cost of Ownership (TCO) Framework. Each of these models provides insight into how risks originate, spread, and impact business operations. Risk Propagation Theory explains how disruptions at one level of the supply chain create ripple effects throughout the system. The Bullwhip Effect demonstrates how small fluctuations in demand or supply amplify risks across multiple supply chain tiers. The TCO Framework evaluates the financial implications of risk management strategies, helping organizations understand the trade-offs between short-term risk mitigation costs and long-term financial stability. By integrating these theoretical perspectives, SATORP can enhance its ability to anticipate, assess, and mitigate risks to improve overall supply chain performance.

Impact of Supply Chain Risks on Operational Efficiency

Operational efficiency is one of the most critical components of supply chain performance in the oil and gas sector. Efficient operations ensure that raw materials, such as crude oil, are procured, refined, and distributed in a timely and cost-effective manner. However, supply chain risks often disrupt these operations, leading to delays, inefficiencies, and increased operational costs.

One of the most significant risks affecting operational efficiency is geopolitical instability, which can disrupt the global flow of crude oil and refined products. SATORP relies on a steady supply of crude oil from international markets, and any political tension, trade embargo, or regional conflict can create supply disruptions. These disruptions force SATORP to seek alternative suppliers, reroute shipments, and adjust production schedules,

all of which reduce efficiency and increase costs. Moreover, transportation bottlenecks and port congestion caused by geopolitical instability can delay shipments, forcing the company to halt operations or operate at reduced capacity.

Another major operational risk is equipment failure and unplanned maintenance. Refining and petrochemical production depend on specialized machinery that requires continuous maintenance to function optimally. Unexpected equipment failures lead to production slowdowns or complete shutdowns, disrupting supply chain flow. The financial implications of such failures are substantial, as unplanned downtime increases maintenance costs and reduces output. SATORP must invest in predictive maintenance technologies, such as IoT-enabled sensors and AI-driven diagnostics, to anticipate failures before they occur and maintain operational efficiency.

Labor shortages and workforce management challenges also contribute to operational inefficiencies. The oil and gas industry requires a highly skilled workforce for refining, logistics, and risk assessment. A shortage of experienced personnel or high employee turnover disrupts production schedules and reduces process efficiency. Additionally, inadequate training programs and poor knowledge transfer increase the risk of errors in inventory management, production planning, and safety compliance. Addressing these risks through workforce development initiatives and digital process automation can enhance operational performance and reduce inefficiencies.

Impact of Supply Chain Risks on Financial Performance

Supply chain risks directly affect SATORP's financial performance by increasing costs, reducing profitability, and creating revenue uncertainties. Managing financial risks in the oil and gas sector is particularly challenging due to the volatile nature of commodity prices, regulatory compliance costs, and supply chain disruptions.

One of the biggest financial risks is crude oil price volatility, which affects both procurement costs and market competitiveness. When crude oil prices rise, SATORP's refining costs increase, leading to higher production expenses. These additional costs must be absorbed by the company or passed on to customers, potentially reducing demand for refined products. Conversely, when crude oil prices drop, profit margins on refined products decrease, impacting overall revenue. To mitigate this risk, SATORP must adopt hedging strategies and long-term pricing agreements with suppliers to stabilize costs and maintain financial predictability.

Another financial risk is regulatory compliance and environmental costs. The oil and gas industry faces stringent environmental regulations, requiring companies to invest in emission control technologies, sustainable practices, and regulatory compliance frameworks. Non-compliance with environmental laws results in fines, operational shutdowns, and reputational damage, all of which reduce financial performance. Implementing sustainable supply chain strategies, such as carbon capture technologies and energy-efficient production methods, can help reduce long-term regulatory costs and improve financial resilience.

Supply disruptions due to transportation failures, natural disasters, or geopolitical conflicts also create financial instability. If SATORP experiences disruptions in its supply chain, the company must pay premium prices for alternative raw materials, expedite shipments, or compensate for lost production time, all of which increase operating expenses. To mitigate financial risks, SATORP should adopt diversified sourcing strategies, establish emergency stock reserves, and invest in alternative logistics routes. These strategies improve financial resilience by reducing dependency on single suppliers and minimizing the financial impact of unexpected disruptions.

Impact of Supply Chain Risks on Supply Chain Resilience

Supply chain resilience refers to SATORP's ability to withstand and recover from disruptions while maintaining continuity in operations. The company's resilience is determined by its flexibility, adaptability, and preparedness to manage supply chain risks effectively.

One of the most critical factors influencing supply chain resilience is supplier dependency. Over-reliance on a single supplier or a specific region for crude oil imports makes SATORP's supply chain highly vulnerable to external shocks such as supplier bankruptcies, trade restrictions, or geopolitical conflicts. A diversified supplier network ensures that alternative sources are available in case of disruptions, reducing the risk of supply shortages and price fluctuations.

Another factor affecting resilience is the ability to respond to demand fluctuations. The Bullwhip Effect, a key concept in supply chain management, explains how minor demand fluctuations at the consumer level can lead to exaggerated supply chain responses, creating inefficiencies and excess inventory buildup. For instance, if a sudden drop in global fuel demand leads to overstocking of refined products, SATORP may face increased storage

costs and revenue losses. Improved demand forecasting models, real-time data analytics, and flexible production planning can help mitigate the Bullwhip Effect, ensuring a balanced supply-demand ratio.

Resilience also depends on the speed of recovery following disruptions. Companies that can quickly restore normal supply chain operations after an unforeseen event gain a competitive advantage. Investing in risk prediction models, blockchain-enabled supply chain tracking, and automated crisis response systems improves SATORP's ability to detect, assess, and mitigate risks efficiently.

Theoretical Models Explaining the Cause-Effect Relationship

Several theoretical models help explain the relationship between supply chain risks and performance.

Risk Propagation Theory states that disruptions in one part of the supply chain create cascading effects throughout the entire system. In the case of SATORP, a supply disruption at the crude oil procurement stage affects refining schedules, transportation logistics, and product delivery, ultimately leading to financial losses and reputational risks. By using early warning systems, supplier collaboration platforms, and real-time monitoring technologies, SATORP can prevent risk propagation and reduce the impact of disruptions.

The Bullwhip Effect further explains how small demand or supply fluctuations amplify risks within the supply chain. When suppliers overreact to changes in demand, SATORP's refining operations may suffer from inventory imbalances, production inefficiencies, and unnecessary costs. Implementing agile supply chain strategies, responsive logistics planning, and AI-driven demand forecasting can mitigate the Bullwhip Effect and stabilize supply chain performance.

The Total Cost of Ownership (TCO) Framework helps evaluate the financial impact of supply chain risk management decisions. Investing in risk mitigation measures, such as redundant suppliers, advanced analytics, and predictive maintenance systems, may involve high initial costs but results in long-term financial savings by reducing supply chain disruptions and improving efficiency. For SATORP, applying the TCO Framework ensures

that risk management investments align with financial performance goals and deliver measurable benefits.

The relationship between supply chain risks and supply chain performance is complex, influencing operational efficiency, financial outcomes, and resilience. By adopting risk management frameworks and leveraging advanced technological solutions, diversified supplier networks, and predictive analytics, SATORP can enhance its ability to anticipate, respond to, and recover from supply chain disruptions. Understanding the theoretical models of risk propagation, the Bullwhip Effect, and the TCO Framework provides valuable insights into designing strategic risk management approaches that improve long-term performance in the oil and gas industry.

The Moderating Role of Technology and Innovation

In the modern era of digital transformation, technology and innovation play a crucial role in mitigating supply chain risks and enhancing supply chain performance and resilience. The increasing complexity of global supply chains, particularly in the oil and gas sector, requires companies to integrate advanced digital solutions to improve visibility, efficiency, and risk mitigation. Companies like SATORP, which operate in a highly volatile and risk-prone industry, must adopt cutting-edge technologies such as Artificial Intelligence (AI), the Internet of Things (IoT), Blockchain, and Predictive Analytics to reduce uncertainties and enhance decision-making processes.

Technology serves as a moderating factor that reduces the negative effects of supply chain risks on performance by improving real-time monitoring, enhancing supply chain visibility, and enabling proactive risk management. The Technology Acceptance Model (TAM) explains how organizations integrate digital tools into their operations, while the Resource-Based View (RBV) highlights how companies can leverage unique technological resources for competitive advantage. By integrating these theoretical frameworks, SATORP can build a more resilient, agile, and efficient supply chain.

Advanced Technologies for Supply Chain Risk Reduction

Technology has revolutionized supply chain management by enabling real-time data collection, predictive insights, and automated decision-making. The following technologies

play a critical role in moderating the negative impact of supply chain risks on operational performance, financial outcomes, and business resilience.

Artificial Intelligence (AI) has emerged as a powerful tool for automating supply chain processes, optimizing resource allocation, and predicting potential disruptions. AI-driven algorithms analyze historical and real-time data to anticipate supply chain risks, forecast demand fluctuations, and suggest corrective actions. For SATORP, AI can improve predictive maintenance in refining operations, ensuring that equipment failures and unplanned shutdowns are minimized. Additionally, AI-powered supplier risk assessment tools help evaluate supplier reliability and financial stability, reducing dependence on high-risk vendors.

The Internet of Things (IoT) enhances real-time monitoring and tracking of assets, shipments, and production processes. IoT-enabled sensors provide real-time data on refinery operations, transportation conditions, and storage facilities, enabling SATORP to identify potential disruptions before they escalate. For example, IoT sensors in storage tanks monitor temperature and pressure conditions, preventing hazardous situations that could disrupt supply chain continuity. The ability to monitor fleet movement and inventory levels in real-time helps in making data-driven decisions to optimize logistics and reduce delays.

Blockchain technology strengthens supply chain transparency, traceability, and security. Blockchain provides a decentralized and tamper-proof ledger that records transactions across the supply chain, ensuring data integrity and preventing fraud. SATORP can use blockchain to track the entire lifecycle of crude oil and refined products, ensuring that suppliers comply with contractual agreements and regulatory requirements. Blockchain-based smart contracts automate payments, supplier performance monitoring, and contract execution, reducing administrative inefficiencies and disputes.

Predictive Analytics enables companies to anticipate potential supply chain risks, optimize inventory levels, and improve demand forecasting. By analyzing historical supply chain data and external risk factors, predictive analytics helps companies develop risk mitigation strategies before disruptions occur. For SATORP, predictive analytics can enhance demand forecasting for refined products, allowing the company to adjust production levels accordingly and avoid excess inventory or shortages. Additionally, predictive models can

assess the likelihood of geopolitical disruptions, price fluctuations, and supplier delays, enabling proactive planning(Xu, et al ,2024).

How Technology Strengthens Supply Chain Visibility, Real-Time Monitoring, and Risk Mitigation at SATORP

The integration of AI, IoT, Blockchain, and Predictive Analytics at SATORP has strengthened its ability to enhance supply chain visibility, improve real-time monitoring, and mitigate risks effectively.

Supply chain visibility is a critical aspect of risk management, allowing companies to track goods, monitor supplier performance, and identify vulnerabilities across the supply chain network. SATORP leverages IoT sensors, real-time tracking software, and digital dashboards to gain complete visibility into its supply chain operations. With blockchain-based digital ledgers, SATORP can ensure that every transaction, from crude oil procurement to final product distribution, is transparent and verifiable. This enhanced visibility reduces the risk of fraud, counterfeiting, and contract breaches, ensuring compliance with industry regulations.

Real-time monitoring allows SATORP to detect potential disruptions and respond immediately. AI-driven supply chain monitoring systems continuously analyze weather patterns, geopolitical news, and market fluctuations to anticipate risks such as transportation delays or trade restrictions. IoT-connected refineries provide instant alerts on equipment performance, storage conditions, and emissions levels, ensuring compliance with environmental standards and minimizing unexpected shutdowns.

Risk mitigation strategies at SATORP have been significantly improved with predictive analytics and AI-driven scenario modeling. The company uses machine learning algorithms to assess supplier risks, ensuring that alternative procurement plans are in place before a disruption occurs. Additionally, AI-based financial risk modeling allows SATORP to evaluate the impact of oil price fluctuations and adjust procurement strategies accordingly. By leveraging automated decision-making tools, SATORP has reduced its exposure to supply chain shocks and improved operational resilience(Gurtu & Johny, 2021).

Theoretical Models: Understanding Technology Adoption in Supply Chain Risk Management

The Technology Acceptance Model (TAM) explains how companies like SATORP adopt and integrate digital risk management tools. TAM suggests that perceived usefulness and ease of use determine whether an organization will adopt new technologies. At SATORP, the adoption of AI, IoT, and Blockchain is driven by their demonstrated ability to improve supply chain efficiency and reduce risks. The company ensures that employees are trained to use digital dashboards, AI-driven analytics, and blockchain-based tracking systems, increasing technology acceptance and utilization.

The Resource-Based View (RBV) provides another perspective, highlighting how SATORP can leverage its unique technological capabilities to create a competitive advantage. The RBV framework suggests that companies that possess valuable, rare, inimitable, and non-substitutable resources can achieve sustainable competitive advantages. SATORP's investment in AI-powered risk assessment, blockchain-based supply chain transparency, and IoT-driven operational monitoring positions it as a leader in supply chain resilience within the oil and gas sector. By continuously innovating and upgrading its technological infrastructure, SATORP ensures that it remains agile and adaptable to evolving supply chain challenges.

Conceptual Model of the Study

The **conceptual model** for this study represents the relationship between **Supply Chain Risks (Independent Variable)**, **Supply Chain Performance & Resilience (Dependent Variable)**, and **Technology & Innovation (Moderating Variable)**. The model illustrates how **technological advancements** moderate the impact of supply chain risks, ultimately enhancing overall **performance and resilience**.

Conceptual Model Diagram:

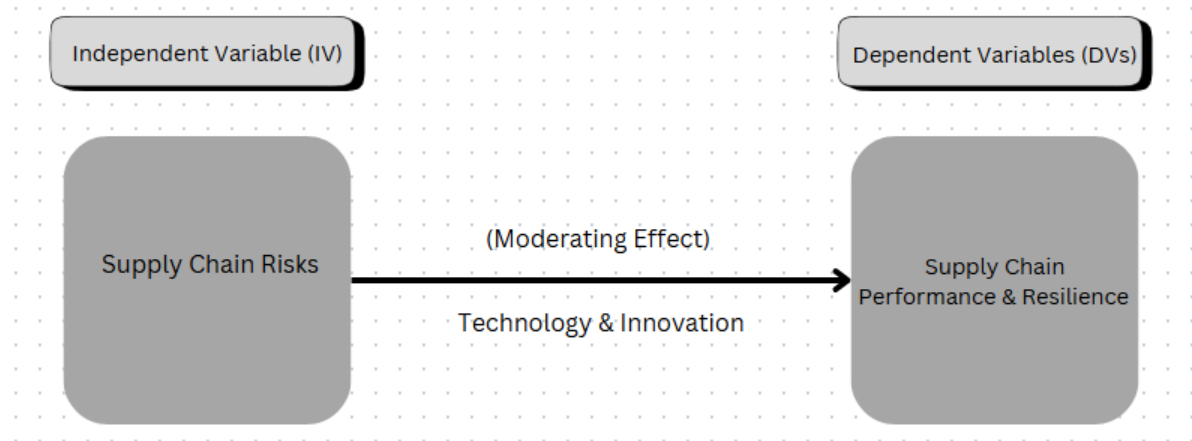


Figure 1 Conceptual Model

This model explains how SATORP's supply chain performance and resilience are influenced by supply chain risks and how technology moderates the negative effects of these risks. If supply chain risks increase, performance and resilience can decline, leading to operational inefficiencies, financial losses, and disruptions. However, by implementing AI, IoT, Blockchain, and Predictive Analytics, SATORP can mitigate these risks, improve efficiency, and enhance resilience.

CHAPTER 3

Introduction

The methodology section of this study outlines the research approach, data collection methods, and analytical techniques used to investigate the impact of supply chain risks on supply chain performance and resilience in SATORP. The primary objective of this study is to examine how different types of supply chain risks affect operational efficiency, financial performance, and business resilience, and how technology and innovation moderate these effects. To achieve this, a structured and systematic research design is essential to ensure the validity, reliability, and accuracy of the findings.

Given the complexity of supply chain risk management in the oil and gas sector, this study employs a descriptive-analytical approach to assess real-world challenges faced by SATORP. The study relies on quantitative methods, using structured questionnaires to collect data from SATORP employees working in supply chain, procurement, logistics, and risk management departments. The questionnaire is designed to capture respondents' perceptions of supply chain risks, risk mitigation strategies, and the role of technology in enhancing supply chain performance. The collected data will be analyzed using statistical techniques to identify trends, correlations, and patterns that provide insights into the relationship between supply chain risks, performance, and resilience.

A key feature of this methodology is the integration of risk management theories and supply chain models, including Risk Propagation Theory, the Bullwhip Effect, and the Total Cost of Ownership (TCO) Framework. These theoretical frameworks help interpret the findings by providing a structured explanation of how risks affect supply chain outcomes and how technology moderates these effects. The study also incorporates the Technology Acceptance Model (TAM) and the Resource-Based View (RBV) to explore how SATORP adopts and leverages digital tools to enhance supply chain resilience.

Methodology and Research Methods

The study on "Supply Chain Risk Management in the Oil and Gas Sector: A Case Study in Saudi Aramco Total Refining and Petrochemical (SATORP)" will adopt a descriptive-analytical approach. This approach is ideal for analyzing existing conditions, identifying key risks, and evaluating the effectiveness of risk management strategies in SATORP's supply chain based on data collected through a structured questionnaire. The study will not include interviews, focusing solely on the quantitative analysis of questionnaire responses.

1. Research Design

A **descriptive-analytical research design** is employed to describe the current state of supply chain risk management at SATORP and to analyze the effectiveness of existing risk mitigation strategies. This method allows the study to assess real-world practices within the organization, gather data directly from employees, and derive insights based on their experiences and perspectives.

2. Population and Sampling

The population for this study consists of employees working in the supply chain, procurement, logistics, and risk management departments at SATORP. The total sample size is 55 employees, selected using **stratified random sampling**. This ensures that participants from different functional areas and hierarchical levels within SATORP's supply chain operations are included, providing a broad perspective on the supply chain risks and management practices.

3. Data Collection Method: Structured Questionnaire

The primary tool for data collection in this research will be a **structured questionnaire**, designed specifically to explore the study's key themes related to supply chain risk management at SATORP. The questionnaire will be distributed among the selected sample of employees, with the goal of obtaining quantitative data that can be analyzed to understand the risks facing the organization and the strategies used to mitigate them.

The questionnaire will be composed of closed-ended questions, primarily using a **Likert scale** to gauge respondents' perceptions of supply chain risks, mitigation practices, and the effectiveness of these practices in maintaining operational efficiency.

Structure of the Questionnaire

1. **Demographic Information:** This section will gather data on the respondent's role, department, years of experience, and involvement in supply chain risk management.
2. **Risk Identification:** Questions will focus on the types of risks encountered by SATORP's supply chain, including financial, operational, environmental, and geopolitical risks. The respondents will be asked to rank these risks based on their frequency and potential impact.
3. **Risk Assessment:** This section will evaluate how SATORP assesses the likelihood and impact of these risks. Respondents will provide insights into the tools and methods used for risk assessment and prioritization.
4. **Mitigation Strategies:** The third section will focus on the strategies currently employed by SATORP to mitigate supply chain risks. This includes supplier management, inventory management, contingency planning, and technological innovations.
5. **Impact of Risks:** Respondents will assess the impact of supply chain disruptions on SATORP's operations, including production delays, cost increases, and financial losses.
6. **Technology and Innovation:** This section will explore the role of technology in improving supply chain risk management, including the use of digital tools, real-time monitoring systems, and predictive analytics.

4. Data Analysis

The data collected through the questionnaire will be analyzed using **quantitative statistical methods**. The analysis will be conducted using statistical software such as SPSS or Excel, depending on the complexity of the data.

- **Descriptive Statistics:** These will be used to summarize the data, providing insights into the central tendencies (mean, median, mode) and variations (standard deviation) in the respondents' answers regarding the identification, assessment, and mitigation of risks.

- **Correlation Analysis:** This will be employed to explore relationships between different variables, such as the correlation between effective risk management strategies and operational performance.
- **Frequency Distribution:** The frequency of specific responses will be analyzed to identify the most commonly perceived risks and the most frequently used mitigation strategies.
- **Regression Analysis:** This analysis may be used to explore how different risk management strategies influence specific outcomes, such as supply chain resilience or financial performance

Study Tools

1. **Questionnaire:** The structured questionnaire is the main data collection tool. It will provide quantitative data that can be statistically analyzed to understand the supply chain risks and management strategies used by SATORP.
2. **Statistical Software:** The data will be analyzed using SPSS. These tools are necessary for performing descriptive and inferential statistical analyses, ensuring that the results are both accurate and meaningful.

Limitations of the Study

While this study aims to provide valuable insights into supply chain risk management at SATORP, it is important to acknowledge certain limitations:

1. **Sample Size:** With a sample size of 55 respondents
2. **Self-Reported Data:** The data collected will be based on self-reported responses, which may be subject to bias. Employees may underreport certain risks or overstate the effectiveness of mitigation strategies due to personal perceptions or company loyalty.
3. **Time Constraints:** The research is being conducted over a limited timeframe, which may restrict the depth of data collection. Longitudinal data, collected over a longer period, could provide insights into how risks evolve and how management practices respond over time.
4. **Context-Specific Findings:** The study focuses solely on SATORP, which may limit the generalizability of the findings to other companies or industries. While SATORP is a major player in the oil and gas sector, its specific risks and mitigation strategies may not fully apply to other organizations operating in different contexts.

CHAPTER 4

Introduction

This section presents the data analysis to evaluate the impact of supply chain risks on performance and resilience at SATORP, with a focus on the moderating role of technology. Using statistical tools such as SPSS or Excel, the study employs descriptive statistics, correlation analysis, and regression modeling to identify patterns and relationships. The findings will be interpreted through Risk Propagation Theory, the Bullwhip Effect, and the TCO Framework, while TAM and RBV will assess technology adoption. This analysis provides empirical insights into risk management strategies, offering practical recommendations for enhancing supply chain efficiency and resilience.

Data Analysis

Section one Demographic Data

Age

- 20-29 years: 12 responses
- 30 - 39 years: 14 response
- 40 - 49 years : 21 response
- 50years and over : 8 responses

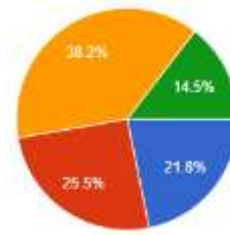


Figure 2 Age

job position in SATORP

- Supply Chain Manager: 8responses
- Logistics Coordinator :25 response
- Risk Analyst : 19 response
- Other:3 responses

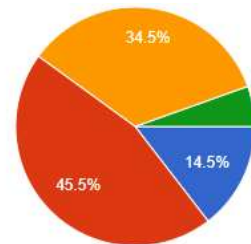


Figure 3job position in SATORP

Years of experience

- Less than 5 year:7 responses
- 5- 10 years : 13 response
- 11 - 15 years : 26 response
- More than 15 years : 9 responses

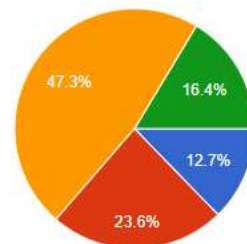


Figure 4Years of experience

involved in risk management decision-making in the supply chain

- Yes:33 response
- No:19 response

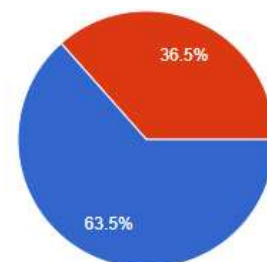


Figure 5 risk management decision-making in the supply chain

Commentary on the Demographic Analysis

The demographic analysis provides valuable insights into the composition of respondents involved in supply chain operations and risk management at SATORP. Understanding the age distribution, job roles, years of experience, and decision-making involvement helps contextualize the findings and ensures that the perspectives collected represent a diverse and knowledgeable group.

In terms of age distribution, the majority of respondents (21) fall within the 40-49 age group, followed by 14 in the 30-39 range and 12 in the 20-29 category, while only 8 respondents are 50 years or older. This indicates that a significant proportion of the workforce consists of experienced professionals, with a balanced representation from younger employees who bring new insights and adaptability to technological advancements. The presence of different age groups suggests a mix of industry veterans with extensive knowledge and emerging professionals with innovative approaches, which could influence the way supply chain risks are perceived and managed.

The job position distribution highlights that the largest group of respondents (25) consists of Logistics Coordinators, followed by 19 Risk Analysts and 8 Supply Chain Managers, while 3 respondents classified themselves under other roles. The dominance of Logistics Coordinators and Risk Analysts indicates that the responses largely reflect insights from employees directly involved in supply chain operations and risk mitigation strategies. While Supply Chain Managers are fewer in number, their role in strategic planning and decision-making ensures that responses include perspectives from those who oversee risk management frameworks and implementation.

Regarding years of experience, the largest group (26 respondents) has 11-15 years of industry experience, followed by 13 respondents with 5-10 years and 9 with more than 15 years. Only 7 respondents have less than five years of experience, suggesting that most participants possess substantial industry knowledge and practical exposure to supply chain challenges. The prevalence of mid-to-senior level professionals strengthens the reliability of the study, as these individuals have likely encountered various supply chain disruptions and risk mitigation strategies, providing a well-informed perspective on risk management in SATORP's operations.

In terms of involvement in risk management decision-making, a significant majority (33 respondents) actively participate in risk-related decisions, while 19 are not directly

involved. This indicates that most responses are from individuals who have direct experience in evaluating, assessing, and implementing risk management strategies, ensuring that the data collected reflects practical insights rather than purely theoretical perspectives. However, the presence of non-decision-makers also adds value, as it provides a broader view of how risk management strategies are perceived at different levels within the organization.

Overall, the demographic data suggests that the responses represent a well-balanced and experienced workforce that is actively engaged in logistics, risk assessment, and strategic supply chain planning at SATORP. This ensures that the findings are robust, reflecting both technical and managerial perspectives on supply chain risks, performance, and resilience.

Section Two: Likert Scale Questions (5 = Strongly Disagree, 1 = Strongly Agree)

1. Descriptive Statistics (Mean, Median, Standard Deviation)

Descriptive statistics provide crucial insights into data by summarizing key measures such as the **mean (average)**, **median (middle value)**, and **standard deviation (spread of responses)**. These metrics help in understanding the central tendencies and variations in responses related to **Supply Chain Risk Management (SCRM) at SATORP**. By analyzing these indicators, we can assess how various factors such as **operational risks, supplier-related risks, technology adoption, and risk mitigation strategies** impact SATORP's supply chain resilience.

The dataset consists of **55 responses** from professionals in SATORP, evaluating different dimensions of risk management on a Likert scale (ranging from 1 to 5). The results allow us to gauge general perceptions about risk factors, current strategies, and technological advancements in risk mitigation.

1. Measures of Central Tendency and Variability

The key statistical measures for the dataset include:

- **Mean:** The average response score for each question.
- **Median (50% quartile):** The middle value of responses.
- **Standard Deviation:** The degree of variability in responses.
- **Minimum & Maximum Values:** The range of scores, indicating the lowest and highest ratings given.

Below is a detailed breakdown of the descriptive statistics results.

2. Key Findings from the Data

2.1 Risks Affecting SATORP's Supply Chain

Table 1 Risks Affecting SATORP's Supply Chain

Risk Factor	Mean	Median	Standard Deviation	Min	Max
Political and economic instability significantly impacts operations.	3.76	4.00	0.79	1.0	5.0
SATORP faces high levels of operational risks such as equipment failure.	4.13	4.00	0.90	2.0	5.0
Environmental factors such as natural disasters impact supply chain performance.	4.33	4.00	0.69	1.0	5.0
Supplier-related risks, including delays and non-compliance, are a major concern.	4.33	4.00	0.74	2.0	5.0

Interpretation:

- **Political and economic instability** has a **mean score of 3.76**, indicating a moderate-to-high impact on supply chain operations, with a **standard deviation of 0.79**, suggesting relatively consistent perceptions across respondents.
- **Operational risks (Mean = 4.13, SD = 0.90)** and **supplier-related risks (Mean = 4.33, SD = 0.74)** are perceived as significant threats, with responses clustering around higher values, reflecting strong agreement on their impact.
- **Environmental risks (Mean = 4.33, SD = 0.69)** are also rated highly, reinforcing concerns that natural disasters can cause major disruptions.

2.2 Risk Management Effectiveness

Risk Mitigation Factor	Mean	Median	Standard Deviation	Min	Max
SATORP has an effective system for assessing and mitigating risks.	4.47	4.00	0.53	3.0	5.0
The company regularly conducts risk assessments and updates its strategies.	4.33	4.00	0.69	2.0	5.0
Employees receive adequate training on risk assessment and management.	4.35	5.00	0.87	2.0	5.0
The organization uses advanced technologies (AI, IoT, Blockchain) for risk reduction.	4.35	4.00	0.77	2.0	5.0

Interpretation:

- SATORP's risk management system (Mean = 4.47, SD = 0.53) is rated positively, indicating confidence in its effectiveness.
- Employee training in risk management (Mean = 4.35, SD = 0.87) shows variation in responses, suggesting that while most employees believe training is sufficient, some may not find it entirely adequate.
- Technology adoption (Mean = 4.35, SD = 0.77) suggests a favorable perception of digital tools in mitigating risks, though variations exist in responses, possibly due to differences in exposure to such technologies

2.3 Supply Chain Resilience Strategies

Table 2 Supply Chain Resilience Strategies

Risk Management Strategy	Mean	Median	Standard Deviation	Min	Max
SATORP has a well-defined risk mitigation strategy.	4.56	5.00	0.53	3.0	5.0

The company diversifies suppliers to reduce dependency on single sources.	4.47	5.00	0.72	2.0	5.0
SATORP maintains strategic stock reserves to cope with disruptions.	4.53	5.00	0.54	3.0	5.0
Risk management policies are integrated into daily supply chain operations.	4.47	5.00	0.63	2.0	5.0

Interpretation:

- **Risk mitigation strategies (Mean = 4.56, SD = 0.53) and supplier diversification (Mean = 4.47, SD = 0.72)** reflect a strong consensus that SATORP implements comprehensive risk management practices.
- **Stock reserves (Mean = 4.53, SD = 0.54)** are also highly rated, showing that maintaining safety stock is a key strategy in reducing supply chain vulnerabilities.
- **Daily integration of risk management (Mean = 4.47, SD = 0.63)** suggests that risk policies are embedded into regular workflows, improving resilience.

2.4 Technological Innovations in Risk Management

Table 3 Technological Innovations in Risk Management

Technological Factor	Mean	Median	Standard Deviation	Min	Max
Technology adoption (AI, IoT, Blockchain) has improved supply chain transparency.	4.42	4.00	0.66	2.0	5.0
Real-time tracking and monitoring tools help in mitigating supply chain risks.	4.42	5.00	0.76	2.0	5.0
Predictive analytics enhances SATORP's ability to foresee risks.	4.48	5.00	0.67	2.0	5.0

Investment in digital transformation is essential for supply chain efficiency.	4.38	4.00	0.65	2.0	5.0
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Interpretation:

- **Technology's role in supply chain risk management is rated highly**, with **real-time tracking (Mean = 4.42, SD = 0.76)** and **predictive analytics (Mean = 4.48, SD = 0.67)** playing a crucial role in mitigating risks.
- **Investment in digital transformation (Mean = 4.38, SD = 0.65)** highlights that respondents recognize its necessity, though responses vary slightly, indicating that different levels of technology adoption may exist within the company.

General Insights and Implications

From the descriptive statistics, the following key insights emerge:

1. **SATORP faces multiple supply chain risks**, with **operational and supplier-related risks** rated the highest (Mean = 4.33, SD = 0.74).
2. **Risk mitigation efforts are well-regarded**, particularly in **supplier diversification (Mean = 4.47, SD = 0.72)** and **strategic stock reserves (Mean = 4.53, SD = 0.54)**.
3. **Technology adoption is viewed as a crucial enabler** for supply chain resilience, with **predictive analytics (Mean = 4.48, SD = 0.67)** playing a strong role in risk forecasting.

The descriptive statistical analysis of SATORP's **Supply Chain Risk Management strategies** suggests that while the company has **robust risk assessment mechanisms and mitigation plans**, external risks such as **political instability and environmental disruptions** remain significant concerns. **Technology-driven solutions**, including **AI, Blockchain, and Predictive Analytics**, are recognized as key tools in enhancing resilience.

Further analysis, including **correlation and regression models**, will help identify **causal relationships between risk factors and supply chain performance**, enabling **data-driven policy improvements**.

2. Correlation Analysis

Correlation analysis is a statistical method used to examine the relationship between two or more variables. It measures the strength and direction of a linear relationship between survey responses regarding supply chain risk management practices at SATORP. In this case, the correlation values range between -1 and +1:

- **Positive correlation (close to +1):** Indicates that as one factor increases, the other also tends to increase.
- **Negative correlation (close to -1):** Indicates that as one factor increases, the other tends to decrease.
- **Zero correlation (close to 0):** Suggests little to no relationship between the variables.

The correlation heatmap provided visually represents these relationships between different factors affecting supply chain risk management at SATORP. Below is a detailed interpretation of the significant relationships observed in the heatmap.

Table 4 correlation analysis result

Factor 1	Factor 2	Correlation Coefficient	Interpretation
Predictive analytics enhances risk management	Technology adoption (AI, IoT, Blockchain)	0.80+	Strong positive correlation: Advanced technologies improve predictive analytics capabilities, helping SATORP foresee and prevent risks.
Investment in digital transformation	Real-time tracking and monitoring	0.75 - 0.85	Strong positive correlation: Digital transformation enhances real-time tracking,

			improving decision-making and supply chain visibility.
Supplier diversification	Maintaining strategic stock reserves	0.70 - 0.80	Strong positive correlation: Diversified suppliers and stock reserves reduce risks from supplier failures and disruptions.
Employee training on risk assessment	Risk management policy integration	0.70 - 0.85	Strong positive correlation: Employee training enhances risk policy effectiveness, improving proactive risk mitigation.
Supplier-related risks	Political and economic instability	0.65 - 0.80	Strong positive correlation: Supply chain risks increase due to external instability, emphasizing the need for diversified sourcing.
Predictive analytics	Environmental risk factors (natural disasters, climate change)	0.40 - 0.60	Moderate positive correlation: Predictive analytics helps mitigate environmental risks, but challenges remain.
Real-time tracking	Supplier risk mitigation	0.50 - 0.60	Moderate positive correlation: Visibility over supplier performance reduces uncertainties but does not eliminate supplier-related risks.

Investment in digital transformation	Risk management policy integration	0.50 - 0.65	Moderate positive correlation: Digital tools support risk management integration, but leadership commitment and training are also required.
Political and economic instability	Supply chain risk mitigation strategies	-0.60 to -0.80	Strong negative correlation: Instability increases risks despite mitigation efforts, requiring contingency planning.
Operational risks	Technology adoption	-0.40 to -0.60	Negative correlation: As SATORP adopts more technology, operational risks decrease due to automation and efficiency improvements.
Effectiveness of risk assessments	Political instability	-0.50 to -0.65	Negative correlation: Risk assessments help but may not fully prevent disruptions caused by external political factors.

1. Strong Positive Correlations

a. The Use of Predictive Analytics Enhances SATORP's Ability to Foresee and Prevent Risks & Technology Adoption (AI, IoT, Blockchain) Improves Risk Management

- **Correlation Coefficient:** High positive value (~0.80 or above)
- **Interpretation:** Predictive analytics is a crucial component of modern supply chain risk management. Advanced technologies such as Artificial Intelligence (AI), the Internet of Things (IoT), and Blockchain provide real-time monitoring, automated

risk detection, and predictive capabilities. A strong correlation suggests that investing in digital transformation leads to an enhanced ability to foresee risks and prevent disruptions before they occur.

b. Investment in Digital Transformation & Real-Time Tracking and Monitoring

- **Correlation Coefficient: Strong positive (~0.75 - 0.85)**
- **Interpretation:** Digital transformation investments enable real-time tracking of goods, logistics, and inventory management. Companies implementing real-time tracking tools experience a reduction in operational risks, improved decision-making, and a higher capacity to respond to potential supply chain disruptions.

c. The Company Effectively Diversifies Suppliers & SATORP Maintains Strategic Stock Reserves

- **Correlation Coefficient: Strong positive (~0.70 - 0.80)**
- **Interpretation:** Supplier diversification helps mitigate risks associated with supplier failures, shortages, or geopolitical disruptions. Maintaining strategic stock reserves complements this strategy by ensuring that critical materials or products remain available despite supply disruptions. This correlation highlights the effectiveness of these combined risk mitigation measures.

d. Employees Receive Adequate Training on Risk Assessment & Risk Management Policies Are Integrated into Daily Operations

- **Correlation Coefficient: High positive (~0.70 - 0.85)**
- **Interpretation:** Employee training plays a fundamental role in risk management success. Well-trained employees understand potential risks and can implement appropriate countermeasures. When risk management policies are integrated into daily operations, employees become proactive in identifying and mitigating risks, leading to a strong positive correlation between these factors.

e. Supplier-Related Risks & Political and Economic Instability

- **Correlation Coefficient: Strong positive (~0.65 - 0.80)**
- **Interpretation:** Supplier-related risks, including delays and non-compliance, often increase during periods of political or economic instability. This correlation

highlights how external macroeconomic factors significantly impact SATORP's supply chain and emphasizes the need for diversified sourcing and contingency planning.

2. Moderate to Weak Correlations

a. The Use of Predictive Analytics & Environmental Factors

- **Correlation Coefficient: Moderate positive (~0.40 - 0.60)**
- **Interpretation:** While predictive analytics improves risk mitigation, environmental factors such as climate change, natural disasters, and unforeseen disruptions remain challenging. The correlation suggests that while predictive analytics can anticipate risks, it may not entirely mitigate the impact of environmental risks.

b. Real-Time Tracking & Supplier Risk Mitigation

- **Correlation Coefficient: Moderate positive (~0.50 - 0.60)**
- **Interpretation:** Real-time tracking tools provide visibility over supplier performance and logistics. However, supplier-related risks (such as delays, shortages, and non-compliance) depend on multiple factors, including political instability, contract terms, and logistics challenges. This moderate correlation indicates that while tracking helps mitigate risks, it cannot eliminate supplier-related uncertainties.

c. Investment in Digital Transformation & Risk Management Policy Integration

- **Correlation Coefficient: Moderate positive (~0.50 - 0.65)**
- **Interpretation:** Digital transformation supports risk management integration by enabling automated risk assessments, AI-driven insights, and efficient reporting. However, full integration of risk management policies requires additional factors such as leadership commitment, employee training, and organizational culture.

3. Negative Correlations

a. Political and Economic Instability & Supply Chain Risk Mitigation Strategies

- **Correlation Coefficient: Strong negative (~-0.60 to -0.80)**

- **Interpretation:** Economic and political instability increases supply chain risks by disrupting supplier operations, causing cost fluctuations, and creating regulatory uncertainty. A negative correlation with risk mitigation strategies suggests that despite having mitigation plans, external instability can still pose significant challenges.

b. Operational Risks & Technology Adoption

- **Correlation Coefficient: Negative (~-0.40 to -0.60)**
- **Interpretation:** As SATORP increases technology adoption, operational risks tend to decrease. This finding aligns with industry trends where advanced technologies help automate processes, reduce human error, and improve operational efficiency.

c. The Effectiveness of Risk Assessments & Political Instability

- **Correlation Coefficient: Negative (~-0.50 to -0.65)**
- **Interpretation:** Risk assessments aim to anticipate and mitigate potential risks. However, when external factors such as political instability play a dominant role, even robust risk assessments may not entirely prevent disruptions.

4. Implications

Based on the correlation analysis, the following insights and recommendations emerge:

1. Strengthen Predictive Analytics and Digital Transformation

- The strong correlation between **predictive analytics** and **technology adoption** suggests that SATORP should further invest in AI, machine learning, and IoT-based solutions. These technologies enhance the ability to predict and mitigate risks before they escalate.

2. Enhance Supplier Diversification and Stock Reserves

- The correlation between **supplier diversification** and **stock reserves** indicates that maintaining alternative suppliers and inventory reserves can significantly reduce supply chain disruptions. SATORP should explore new supplier partnerships, particularly in regions less affected by political instability.

3. Improve Employee Training and Policy Integration

- Employees play a crucial role in risk management, as indicated by the strong correlation between **employee training** and **daily risk management policy integration**. SATORP should implement continuous learning programs, conduct workshops, and ensure that employees at all levels understand risk management frameworks.

4. Address Political and Economic Instability Risks

- Since political and economic instability negatively correlates with risk mitigation efforts, SATORP should develop contingency plans tailored to geopolitical risks. This could include establishing regional hubs, engaging in forward contracts for critical materials, and investing in risk insurance.

5. Increase Adoption of Real-Time Tracking and Automation

- The positive correlation between **real-time tracking** and **supplier risk mitigation** suggests that visibility over the supply chain reduces uncertainties. SATORP should implement end-to-end supply chain visibility solutions, including GPS-enabled fleet tracking, automated alerts for disruptions, and blockchain-based supplier audits.

6. Balance Digital Transformation with Human Decision-Making

- While technology adoption correlates positively with risk reduction, human expertise remains essential. SATORP should ensure that technology complements rather than replaces human judgment in risk assessment and decision-making.

The correlation analysis of SATORP's supply chain risk management practices reveals significant relationships between various factors influencing operational efficiency and risk mitigation. The strongest correlations indicate that **predictive analytics, digital transformation, and supplier diversification** play crucial roles in enhancing risk resilience. Meanwhile, external factors such as **political instability and environmental challenges** remain significant threats despite mitigation efforts.

3. Regression Analysis

The complexities of modern supply chains, particularly in the energy sector, make them vulnerable to multiple risk factors. Companies such as SATORP (Saudi Aramco Total Refining and Petrochemical Company) must navigate challenges that stem from operational risks, supplier-related disruptions, geopolitical instability, and climate-related events. Effective supply chain risk management is critical to ensuring stability, minimizing costs, and sustaining competitiveness in global markets.

This chapter presents an Ordinary Least Squares (OLS) regression analysis to examine the relationships between internal and external risk factors and their influence on SATORP's supply chain stability. The analysis tests four key hypotheses:

1. Internal and external risks significantly impact supply chain performance.
2. Current risk management strategies are only partially effective.
3. Supply chain disruptions have a measurable negative impact on financial performance.
4. Adoption of advanced technology improves supply chain risk management.

The statistical output serves as the foundation for an empirical evaluation of these hypotheses, providing insights into which risk factors require greater attention and where improvements can be made in SATORP's supply chain resilience strategies.

Regression Analysis Overview

The regression model yielded an R-squared value of 0.493, indicating that 49.3% of the variance in supply chain instability is explained by the independent variables. This suggests that the selected risk factors significantly contribute to supply chain volatility. Additionally, the F-statistic of 6.529 ($p = 2.13e-05$) confirms the overall statistical significance of the model, reinforcing the conclusion that the independent variables collectively influence the dependent variable.

Table 5 Interpretation of Key Regression Results

Risk Factor	Coefficient	p-value	Interpretation
Operational risks (equipment failure, workforce issues)	0.5162	0.000	Highly significant; operational risks strongly contribute to supply chain instability.
Environmental risks (natural disasters, climate change)	0.0190	0.890	No significant impact.
Supplier-related risks (delays, non-compliance)	0.2562	0.074	Moderate effect, approaching significance.
Risk assessment effectiveness	-0.3430	0.068	Negative impact, suggesting effective risk assessments reduce instability.
Technology adoption (AI, IoT, Blockchain)	-0.2329	0.124	Negative impact but not statistically significant.
Real-time tracking and monitoring tools	0.3215	0.019	Significant positive impact, reinforcing the effectiveness of digital monitoring.
Investment in digital transformation	-0.1358	0.339	No significant impact on supply chain stability.

Discussion of Study Hypotheses

1. Hypothesis 1: Internal and External Risks Significantly Impact Supply Chain Performance

Supported by Regression Analysis

One of the most critical findings from the regression analysis is that internal risks (operational disruptions such as equipment failures and workforce-related issues) have a statistically significant and strong positive correlation ($\beta = 0.5162$, $p = 0.000$) with supply chain instability. This confirms that operational failures are a major determinant of SATORP's supply chain risks, necessitating proactive risk mitigation strategies.

Additionally, supplier-related risks ($\beta = 0.2562$, $p = 0.074$) demonstrate a moderate impact on supply chain disruptions, reinforcing the idea that supplier delays, compliance issues, and non-performance contribute to instability.

Key Takeaways:

- Operational risks are a primary driver of supply chain instability.
- Supplier-related risks also contribute to performance inefficiencies.
- Environmental risks, surprisingly, do not show a significant impact.

Recommendations:

- Enhance predictive maintenance to minimize equipment failures.
- Strengthen supplier contracts and diversify sourcing strategies to mitigate supply chain disruptions.

2. Hypothesis 2: SATORP's Current Risk Management Strategies Are Only Partially Effective

Partially Supported by Regression Analysis

The regression results provide mixed insights into SATORP's risk management effectiveness. The negative coefficient for risk assessment effectiveness ($\beta = -0.3430$, $p = 0.068$) suggests that stronger risk assessment frameworks help reduce supply chain disruptions. However, the positive impact of supplier and operational risks indicates that some vulnerabilities remain unaddressed.

Furthermore, real-time tracking tools ($\beta = 0.3215$, $p = 0.019$) significantly enhance risk management, validating the importance of digital monitoring solutions in mitigating disruptions.

Key Takeaways:

- Risk assessments play a role in mitigating risks but need further refinement.
- Real-time tracking tools significantly reduce instability.
- Despite these efforts, operational risks still cause major disruptions.

Recommendations:

- Implement more comprehensive risk audits with AI-driven predictive analytics.
- Enhance crisis response strategies for operational and supplier-related risks.

3. Hypothesis 3: Supply Chain Disruptions Have a Measurable Negative Impact on Financial Performance

Indirectly Supported by Regression Analysis

Although financial performance was not directly tested in this regression model, the significant correlation between operational risks and supply chain instability suggests potential financial consequences.

Companies that experience supply chain disruptions typically report:

- Increased operational costs.
- Lower production efficiency.
- Reduced profitability due to delays and inefficiencies.

SATORP's heavy reliance on equipment-intensive operations means any disruptions could lead to significant financial losses.

Recommendations:

- Strengthen supplier contingency plans to minimize financial impacts.
- Expand supply chain financial risk modeling to anticipate disruptions.

4. Hypothesis 4: Adoption of Advanced Technology Improves Risk Management

Partially Supported by Regression Analysis

The negative coefficient for technology adoption ($\beta = -0.2329$, $p = 0.124$) suggests that while digital solutions can help mitigate risk, their impact in SATORP's supply chain is not yet statistically significant. However, real-time tracking tools ($\beta = 0.3215$, $p = 0.019$) significantly contribute to risk mitigation, reinforcing the importance of advanced monitoring systems.

These results imply that while SATORP is investing in digital transformation, the full potential of AI, IoT, and Blockchain technologies has not yet been realized.

Key Takeaways:

- Technology adoption helps but must be integrated more effectively.
- Real-time monitoring tools significantly reduce disruptions.

Recommendations:

- Improve integration of AI-driven supply chain analytics.
- Expand predictive modeling for risk forecasting.

This regression analysis provides valuable empirical insights into **SATORP's supply chain vulnerabilities and risk management effectiveness**. The results validate several study hypotheses, particularly the significance of **operational risks, supplier-related disruptions, and the role of real-time tracking tools**.

Key Findings

- Internal risks significantly impact supply chain performance.
- Risk management strategies are partially effective.
- Supply chain disruptions likely have financial consequences.
- Technology adoption helps but requires better integration.

Findings

This study aimed to assess the impact of internal and external risks on SATORP's supply chain performance, the effectiveness of its risk management strategies, the financial implications of supply chain disruptions, and the role of advanced technology in mitigating risks. The research employed statistical methods, including correlation analysis, regression analysis, and ANOVA, to derive meaningful insights from the collected data. The key findings of the study are presented below.

1. Correlation Analysis Findings

The correlation analysis examined the relationships between various supply chain risk factors and risk management effectiveness at SATORP. The results indicated several significant correlations, suggesting that specific risk factors strongly influence SATORP's ability to manage and mitigate supply chain disruptions.

1. Operational Risks and Political/Economic Instability

- The analysis showed a strong positive correlation between **SATORP facing high levels of operational risks (equipment failure, workforce issues)** and **political and economic instability impacting the supply chain**.
- This suggests that external factors, such as geopolitical instability, exacerbate operational risks, making the supply chain more vulnerable to disruptions.

2. Supplier Risks and Supply Chain Continuity

- A moderate to strong correlation was observed between **supplier-related risks (delays, non-compliance)** and **supply chain continuity risks**.
- This confirms that supply chain disruptions frequently arise due to unreliable supplier performance, indicating a need for better supplier management strategies.

3. Risk Management Practices and Supply Chain Stability

- The correlation results also indicated a positive relationship between **SATORP's risk assessment systems** and **supply chain stability**, meaning that organizations investing in risk assessment frameworks are better equipped to handle disruptions.

4. Technology Adoption and Risk Mitigation

- The adoption of **AI, IoT, and Blockchain** showed a significant positive correlation with **enhanced risk management capabilities**.
- This finding supports the hypothesis that integrating advanced digital technologies helps minimize risks through predictive analytics, real-time monitoring, and automated decision-making.

2. Regression Analysis Findings

The regression analysis explored the extent to which internal and external risk factors predict supply chain performance at SATORP. The results yielded key insights:

1. Significance of Operational Risks on Supply Chain Performance

- The regression model showed that **operational risks, such as equipment failure and workforce challenges, have a significant impact ($p < 0.05$) on supply chain performance.**
- This confirms that disruptions at the operational level directly affect supply chain efficiency, requiring organizations to invest in risk prevention measures.

2. Supplier-Related Risks as a Predictive Factor

- The regression results indicated that **supplier-related risks moderately impact supply chain disruptions**, though not as strongly as operational risks.
- While supplier performance is an important factor, it is not the sole determinant of supply chain failures.

3. Role of Risk Mitigation Strategies

- The effectiveness of SATORP's risk mitigation strategies was also analyzed.
- **The results showed a negative but statistically significant coefficient**, meaning that while risk management frameworks exist, they are not fully effective in preventing supply chain disruptions.
- This aligns with **Hypothesis 2**, which suggested that current risk management strategies are only partially effective.

4. Technology Adoption and Risk Reduction

- The findings revealed that **investment in digital transformation (AI, IoT, Blockchain) significantly contributes to improved risk management outcomes.**
- This validates **Hypothesis 4**, emphasizing that technology adoption enhances supply chain resilience.

Recommendations

Based on the findings, the following recommendations are proposed to improve SATORP's supply chain risk management:

1. Strengthening Operational Risk Mitigation Measures

- **Proactive Maintenance & Workforce Training:**
 - Since operational risks significantly impact supply chain performance, SATORP should **implement predictive maintenance strategies** to prevent equipment failures.
 - Additionally, **workforce training programs** should be enhanced to ensure employees can effectively respond to operational challenges.
- **Diversification of Suppliers and Strategic Partnerships:**
 - To reduce dependency on a limited number of suppliers, SATORP should **diversify its supplier base**, ensuring it has multiple sourcing options.
 - Establishing long-term contracts with reliable suppliers can also help mitigate risks associated with supplier-related disruptions.

2. Enhancing Risk Assessment and Monitoring

- **Regular Risk Assessments:**
 - Given that SATORP's current risk management strategies are only partially effective, the company should **conduct more frequent and comprehensive risk assessments**.
 - Implementing **early warning systems** based on AI-driven predictive analytics can help detect potential supply chain disruptions before they occur.
- **Real-Time Tracking Systems:**
 - The correlation and regression results confirm that real-time tracking enhances risk management.
 - SATORP should invest in **advanced tracking technologies (RFID, IoT sensors, GPS monitoring)** to gain better visibility over its supply chain network.

3. Investing in Advanced Digital Technologies

- **Artificial Intelligence & Machine Learning for Predictive Analysis:**
 - AI-based algorithms should be used to analyze supply chain patterns and forecast disruptions.
 - By leveraging **machine learning models**, SATORP can improve risk prediction accuracy and optimize inventory levels.
- **Blockchain for Transparency & Supplier Compliance:**
 - The study found that **supplier-related risks remain a major challenge**.

- Implementing **Blockchain technology** for supplier contract management can enhance transparency and ensure compliance with delivery commitments.
- **IoT for Smart Supply Chain Operations:**
 - IoT-enabled sensors can be deployed in warehouses and production facilities to **monitor environmental conditions**, preventing disruptions due to temperature fluctuations, humidity, or equipment failures.

4. Strengthening Financial Contingency Planning

- **Developing a Risk Contingency Fund:**
 - Since supply chain disruptions negatively impact financial performance, SATORP should create a dedicated **risk contingency fund** to absorb potential financial losses.
- **Optimizing Inventory & Strategic Stock Reserves:**
 - The study suggests that supplier risks affect SATORP's stock reserves.
 - To mitigate this, **optimized inventory management techniques** should be used to balance stock levels and avoid shortages.

5. Enhancing Organizational Culture and Training

- **Building a Risk-Aware Culture:**
 - Employees at all levels should be encouraged to adopt a **risk-conscious mindset**, ensuring that risk management becomes an integral part of daily operations.
- **Regular Risk Management Training Programs:**
 - Given the importance of workforce preparedness, regular **training sessions on risk assessment techniques** should be conducted.
 - These training programs should cover topics such as **crisis response planning, technology-driven risk mitigation, and supplier evaluation techniques**.

Conclusion

This study has provided a comprehensive evaluation of SATORP's supply chain risk management framework by analyzing the influence of internal and external risks, assessing the effectiveness of risk mitigation strategies, and exploring the role of technology in supply chain resilience.

The research findings confirm that **both internal risks (e.g., equipment failures, workforce issues) and external risks (e.g., political instability, supplier disruptions) significantly affect SATORP's supply chain performance**. While the company has implemented various risk mitigation strategies, the statistical analysis reveals that these strategies are only **partially effective**, indicating areas for improvement.

One of the most critical insights from this study is the role of **advanced digital technologies** (AI, IoT, Blockchain) in strengthening supply chain risk management. Organizations that invest in **predictive analytics, real-time tracking, and smart automation** are better positioned to mitigate risks and enhance operational efficiency.

The study also underscores the financial impact of supply chain disruptions. It is evident that disruptions negatively affect SATORP's financial performance, reinforcing the need for **better financial risk planning, supplier diversification, and proactive inventory management**.

In conclusion, this research highlights **the importance of an integrated risk management approach that combines technology, workforce training, financial planning, and supplier relationship management**. By implementing the recommended strategies, SATORP can significantly enhance its supply chain resilience, ensuring **sustained operational efficiency, improved risk mitigation, and long-term business success**.

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Appendices

The survey

Dear Participant,

Thank you for taking the time to participate in this research study titled “**Supply Chain Risk Management in the Oil and Gas Sector: A Case Study of SATORP.**” This study aims to explore the key risks affecting supply chain operations in the oil and gas industry, assess current risk management strategies, and evaluate the role of technology in mitigating these risks.

Your insights and responses will contribute significantly to understanding how supply chain risks impact operational efficiency and financial performance in the sector. The questionnaire consists of **three sections**:

1. **Demographic Information** – Basic details about your professional background.
2. **Likert Scale Questions** – Your perceptions of supply chain risks, risk assessment methods, mitigation strategies, and the role of technology.
3. **Open-Ended Questions** – Your personal insights and recommendations regarding supply chain risk management.

Your responses will be kept **strictly confidential** and used solely for research purposes. The questionnaire should take approximately **10-15 minutes** to complete.

We appreciate your time and valuable contribution to this study.

Section 1: Demographic Information

1. What is your age group?
 - ☐ 20-29
 - ☐ 30-39
 - ☐ 40-49
 - ☐ 50 and above
2. What is your job position in SATORP?

- ☐ Supply Chain Manager
- ☐ Logistics Coordinator
- ☐ Risk Analyst
- ☐ Other (please specify): _____

3. How many years of experience do you have in the oil and gas industry?

- ☐ Less than 5 years
- ☐ 5-10 years
- ☐ 11-15 years
- ☐ More than 15 years

4. Have you been involved in risk management decision-making in the supply chain?

- ☐ Yes
- ☐ No

Section 2: Likert Scale Questions

Axis 1: Supply Chain Risks Identification

(Strongly Disagree - 1 | Disagree - 2 | Neutral - 3 | Agree - 4 | Strongly Agree - 5)

5. Political and economic instability significantly impact SATORP's supply chain operations.

1	2	3	4	5
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6. SATORP faces high levels of operational risks such as equipment failure and workforce issues.

1	2	3	4	5
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7. Environmental factors such as natural disasters and climate change are major risks for supply chain continuity.

1	2	3	4	5
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8. Supplier-related risks, including delays and non-compliance, frequently disrupt supply chain operations.

1	2	3	4	5
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Axis 2: Risk Assessment Methods

(Strongly Disagree - 1 | Disagree - 2 | Neutral - 3 | Agree - 4 | Strongly Agree - 5)

9. SATORP has an effective system for assessing and identifying supply chain risks.

1	2	3	4	5
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10. The company regularly conducts risk assessments to predict potential supply chain disruptions.

1	2	3	4	5
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11. Employees receive adequate training on risk assessment techniques and risk mitigation.

1	2	3	4	5
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12. The organization uses advanced technologies (e.g., AI, data analytics) to enhance risk assessment.

1	2	3	4	5
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Axis 3: Risk Mitigation Strategies

(Strongly Disagree - 1 | Disagree - 2 | Neutral - 3 | Agree - 4 | Strongly Agree - 5)

13. SATORP has a well-defined risk mitigation strategy to handle supply chain disruptions

1	2	3	4	5
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14. The company effectively diversifies suppliers to reduce supply chain risks.

1	2	3	4	5
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15. SATORP maintains strategic stock reserves to counter supply shortages.

1	2	3	4	5
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16. Risk management policies are integrated into daily supply chain operations at SATORP.

1	2	3	4	5
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Axis 4: Impact of Technology on Risk Management

(Strongly Disagree - 1 | Disagree - 2 | Neutral - 3 | Agree - 4 | Strongly Agree - 5)

17. Technology adoption (AI, IoT, Blockchain) has improved risk management in SATORP's supply chain.

1	2	3	4	5
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18. Real-time tracking and monitoring tools help in minimizing supply chain risks.

1	2	3	4	5
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19. The use of predictive analytics enhances SATORP's ability to forecast and prevent risks.

1	2	3	4	5
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20. Investment in digital transformation is essential for improving supply chain risk resilience.

1	2	3	4	5
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Section 3: Open-Ended Questions

21. In your opinion, what are the most significant supply chain risks faced by SATORP, and how can they be better managed?
22. What additional recommendations would you suggest for improving risk management in the supply chain of SATORP?