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REVIEWER'S REPORT

Manuscript No.: IJAR-56873

Title: Designing a Resilient Procure-to-Pay Framework for Energy Sector Organizations in Geopolitically Unstable Supply Chain Environments

Recommendation:

Accept after minor revision

Rating	Excel.	Good	Fair	Poor
Originality		✓,		
Techn. Quality		✓,		
Clarity	✓,			
Significance	✓,			

Reviewer Name: Dr Abdul Haseeb Mir

Detailed Reviewer's Report

The article titled "Designing a Resilient Procure-to-Pay Framework for Energy Sector Organizations in Geopolitically Unstable Supply Chain Environments" offers a timely and highly relevant intervention into the intersection of supply chain management and geopolitical risk. By focusing specifically on the Procure-to-Pay (P2P) cycle within the energy sector, the author addresses a critical vulnerability in global infrastructure: the friction between volatile external shocks and rigid internal financial workflows. This research is of significant value to operations managers, financial controllers, and procurement strategists, particularly as energy security remains a top-tier concern on the global political agenda.

The theoretical framework is well-developed, successfully linking traditional supply chain resilience theories with contemporary geopolitical realities. The author effectively utilizes the "Resilient P2P Framework" to move beyond reactive crisis management toward a proactive, design-based approach to organizational survival. By highlighting how the P2P function—integrating sourcing, procurement, and payment—acts as a bridge between operational continuity and financial health, the paper provides a holistic view of corporate resilience. The integration of sources from the International Energy Agency (IEA) and Deloitte 2024 reports ensures the paper is grounded in the most current industry data and professional standards.

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A primary strength of the manuscript is its detailed analysis of the impact of "trade fragmentation" on energy procurement. The author provides a sophisticated explanation of how regional conflicts do not merely disrupt shipping lanes but also trigger complex regulatory and inflationary pressures that can paralyze a standard P2P workflow. The proposed strategic interventions—such as multi-tier supply chain visibility and the implementation of adaptive financial controls—are both technically sound and pragmatically feasible. The argument for "intertwined supply networks" as a means to ensure survivability during geopolitical shocks is a particularly strong conceptual contribution.

The discussion on technological integration within the P2P framework is another highlight. The author argues convincingly that digitalization is no longer an optional efficiency but a "strategic imperative" for risk mitigation. By automating the link between sourcing decisions and financial execution, organizations can achieve the agility required to pivot during sudden supply shocks or regulatory shifts. This section successfully bridges the gap between IT strategy and geopolitical risk management, offering a roadmap for energy firms to modernize their back-end operations in tandem with their front-end energy transitions.

To enhance the manuscript for publication in a high-impact academic journal, a few minor revisions are recommended. While the framework is robust, the author could provide more concrete case studies or "simulated scenarios" to illustrate the P2P framework in action. For example, detailing how the proposed framework would handle a specific geopolitical event—such as a sudden trade embargo or a regional pipeline closure—would provide a much-needed practical validation of the theoretical model. Furthermore, while the paper mentions "regulatory volatility," a brief exploration of the legal challenges associated with switching suppliers in a sanction-heavy environment would add a necessary layer of compliance-focused depth to the P2P analysis.

Additionally, from a structural standpoint, the author should ensure that the transition between the identification of risks and the proposal of the framework is more integrated. A summary table or a "Resilience Maturity Model" would help practitioners quickly assess where their own organizations fall within the proposed framework. The bibliography is impressive and current, featuring essential works by Christopher, Peck, and Ivanov, although the inclusion of more region-specific energy procurement studies from 2024 and 2025 would further bolster the paper's global relevance.

In conclusion, this article represents a vital contribution to the field of energy sector management. It successfully moves the conversation from general supply chain resilience to the specific, actionable

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mechanics of the P2P cycle. By framing resilience as a design problem rather than an emergency response, the author provides a clear path forward for energy organizations navigating an increasingly unstable world. With the addition of specific scenario-based validations and a more detailed look at the legalities of procurement shifts, this paper will be an indispensable resource for scholars and energy industry professionals alike.

Recommendation: Recommend for publication with minor revision.