

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: Faheem Abdul Muneeb

Reviewer's Comment

This manuscript explores the impact of geopolitical instability on procure-to-pay (P2P) processes within the energy sector and proposes a strategic framework aimed at enhancing resilience, adaptability, and financial control. The study highlights the increasing vulnerability of P2P systems to supply chain disruptions, regulatory volatility, and cost fluctuations, and argues for a transition toward more adaptive, intelligence-driven procurement models. The topic is timely and highly relevant, particularly given the ongoing restructuring of global supply chains and heightened geopolitical risks affecting energy markets. The manuscript contributes to the growing body of literature on supply chain resilience by focusing specifically on the integration of procurement and financial workflows.

Scientific Contribution and Conceptual Strength

The manuscript makes a valuable conceptual contribution by positioning the P2P function as a critical strategic lever rather than merely an operational process. The identification of key vulnerabilities—such as supply chain instability, regulatory uncertainty, and cost volatility—provides a clear and structured understanding of the challenges faced by energy organizations.

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The proposed strategic framework is well-articulated and includes important pillars such as supplier diversification, risk intelligence, cross-functional integration, digitalization, and financial flexibility. This multi-dimensional approach reflects current industry thinking and aligns with contemporary research on supply chain resilience. The visual representation of the framework (Figure 2 on page 3) effectively summarizes these interrelated components, reinforcing the paper's central argument.

Additionally, the discussion successfully captures the paradigm shift from efficiency-driven procurement to resilience-oriented strategies. The emphasis on digital technologies—such as AI-driven analytics and blockchain—adds relevance and forward-looking value to the study.

However, the manuscript remains largely conceptual and lacks sufficient empirical grounding. While references to industry reports (e.g., McKinsey, Deloitte, IEA) support the arguments, the study would benefit from incorporating empirical data, case studies, or real-world examples to substantiate the proposed framework. The absence of primary or quantitative evidence limits the strength of the conclusions and reduces the paper's overall academic rigor.

Methodology and Analytical Approach

The manuscript does not explicitly present a formal methodology section, which is a notable limitation. Although the paper appears to be conceptual and based on secondary sources, this should be clearly stated and justified. A more explicit explanation of the research approach—whether it is a conceptual review, analytical synthesis, or framework development study—would improve clarity and transparency.

Furthermore, the analytical depth could be enhanced by systematically comparing existing P2P models with the proposed framework, or by demonstrating how the framework performs under different geopolitical scenarios. Incorporating even a small illustrative case or simulation would significantly strengthen the analytical contribution.

Structure, Style, and Presentation

The manuscript is well-structured, with clear sections including introduction, discussion of disruptions, strategic framework, and conclusion. The flow of ideas is logical, and the progression from problem identification to solution framework is coherent.

The inclusion of visual elements enhances clarity. For instance, the diagram on page 1 (Figure 1) effectively outlines the traditional P2P cycle, while the framework diagram on page 3 provides a concise visual synthesis of the proposed strategy. These figures improve reader comprehension and engagement.

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However, there are minor issues related to writing style and formatting. Some sentences are overly dense and could be simplified for improved readability. Additionally, bullet points in the “Geopolitical Disruptions and P2P Vulnerabilities” section could be more consistently formatted. A few typographical inconsistencies and spacing issues are also present.

Final Recommendation

Overall, the manuscript addresses a critical and contemporary issue in supply chain and procurement management within the energy sector. It offers a clear conceptual framework and integrates relevant industry insights to propose actionable strategies for enhancing resilience.

With minor revisions focusing on clarifying the methodological approach, strengthening analytical depth (preferably with illustrative examples), and improving language clarity, the manuscript is suitable for publication.

Decision: Accepted with minor revisions.