



**INTEGRATING SUPPLY CHAIN DIGITALIZATION INTO PROJECT
MANAGEMENT: EFFECTS ON OPERATIONAL PERFORMANCE AND
THE ROLE OF ORGANIZATIONAL AGILITY IN PAKISTANI
MANUFACTURING FIRMS**

**Mehboob Alam¹, Adeel Younas², Mehran Khan³, Adeela
Anwar⁴, Samina Gul⁵, Shahzad Abbas⁶**

¹Founder & CEO, Infinkey Solutions Private Limited
se.mehboob@gmail.com

²Founder & CEO, NexGen Solutions. adeel@nexgensol.tech

³CEO And Managing Director, Sks logistics SMC PVT LTD.
mehrankho2@gmail.com

⁴Lecturer, LBS university of Lahore, Pakistan.
adeela.anwar@lbs.uol.edu.pk

⁵Associate Professor, Lahore Business School, The University of
Lahore. samina.gul@lbs.uo.edu.pk

⁶CEO, Etor Sky. Askshahzadabbas@gmail.com

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Abstract

This study examines how supply chain digitalization (SCD) is embedded in project management practices and affects operational performance in Pakistani manufacturing organizations. As innovations in technology continue to move faster through supply chains, companies are relying on digital solutions to automate operations, enhance efficiency, and support decision-making in real-time. Even so, the degree to which these solutions enhance performance tends to hinge on internal characteristics—most importantly, the responsiveness of the organization. This research is based on the quantitative approach, collecting information from 310 professionals working in project and supply chain jobs in the manufacturing industry of Pakistan. The research assesses the interlinkage between SCD, operational performance, and organizational agility through structural equation modeling. The findings indicate that SCD has a strong and positive correlation with operational performance measures like efficiency, responsiveness, and cost-effectiveness. Additionally, organizational agility reinforces this effect appreciably, serving as a key catalyst in bringing digital capabilities into real-life benefits. These findings complement the increasing volume of literature on digital transformation and project implementation, particularly in the context of emerging markets. For practitioners, the study underscores the need to develop agile cultures in parallel with digital investments in order to maximally leverage technological achievements in supply chain management. This alignment is vital for achieving sustainable competitive advantage in today's dynamic business landscape.

Key words: Supply Chain Integration, Project Management, Organization Agility

Introduction

In the rapidly changing world of business today, manufacturing companies are under significant pressure to flex in response to shifting

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client needs, declining product life cycles, and more globalized markets (Zhang, Yang, & Sun, 2020). This volatile environment has pushed organizations globally to redesign their conventional supply chain and project management models. The previously linear and reactive supply chains are no longer sustainable in serving the needs of a digital economy based on fast information flow, real-time responsiveness, and a requirement of predictive insight (Chong et al., 2021). Within this scope, Supply Chain Digitalization (SCD) has risen as a revolutionary strategy that brings in next-generation technologies into the end-to-end supply chain process in order to amplify operational visibility, efficiency, and agility (Wamba et al., 2022).

SCD consists of the adoption of digital technologies like the Internet of Things (IoT), artificial intelligence (AI), blockchain, big data analytics, cloud computing, and other developing technologies that are designed to automate, optimize, and integrate supply chain processes (Dubey et al., 2021). The principal concept is to facilitate more intelligent, data-based decision-making that enables companies to predict disruptions, minimize operational constraints, and react to market volatility (Bag, Wood, & Xu, 2020). With digitization, supply chains are not just becoming connected and transparent but also resilient and customer-centric. These abilities are most critically necessary in the manufacturing industry, where coordination of different functions and on-time delivery of goods can have a critical impact on overall business performance (Ivanov & Dolgui, 2020).

Manufacturing plays an essential role in the national economy of Pakistan, making considerable contributions to GDP, jobs, and exports (Government of Pakistan, 2023). The backbone of the industrial structure of the country is comprised of sectors like textiles, food processing, cement, and consumer products. Notwithstanding its significance, the sector remains plagued by an array of operational and structural issues. Chief among these are inefficiencies in resource utilization, extended

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lead times, low levels of technology adoption, and frequent disruptions due to energy shortages and logistics constraints (Khan & Anwar, 2022). These issues are compounded by an increasingly competitive international market where Pakistani firms must compete with more technologically advanced and agile global players (Ahmad, Raza, & Yousaf, 2021).

Given these challenges, there is an urgent need for Pakistani manufacturing firms to explore and adopt innovative strategies that can enhance their operational performance (Chaudhry et al., 2021; Shahid et al., 2022; ul Hassan et al., 2023). One such strategy is the integration of digital technologies into supply chain and project management processes. However, while the adoption of digital tools is a step in the right direction, their effectiveness largely depends on the firm's internal ability to adapt and respond to change—an attribute commonly referred to as organizational agility (Shams, Ali, & Saleem, 2023).

Organizational agility refers to the capacity of an enterprise to sense and respond to internal and external changes in a timely and efficient manner (ul Hassan et al., 2020). It encompasses flexibility, adaptability, and the proactive utilization of knowledge and resources to seize opportunities and mitigate risks (Teece, 2020). In the context of digital transformation, agility becomes even more critical. Technologies alone do not guarantee success; it is the organization's ability to integrate these technologies into workflows, decision-making, and culture that determines whether digital investments will translate into performance improvements (Lu & Ramamurthy, 2022).

Despite the recognized benefits of SCD, the integration of digital solutions into project management frameworks remains underexplored, particularly within the context of developing countries like Pakistan (Irshad et al., 2024). Much of the existing literature focuses on advanced economies where digital infrastructures and organizational capacities are more mature (Ali & Khan, 2023). Consequently, there is a substantial gap

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in understanding how SCD affects operational performance in less developed settings and how internal organizational traits, such as agility, influence this relationship.

This study seeks to fill that gap by investigating the contribution of SCD to operational performance improvement in Pakistani manufacturing companies and how organizational agility moderates that relationship. The study specifically looks at how digital technologies, when integrated into project management practices, drive measurable improvements in efficiency, cost savings, and responsiveness. It also examines whether more agile firms are best placed to avail themselves of these digital instruments for improved performance.

The report on project management and SCD is a collection of recent research, especially in emerging economies. Project management has mainly focused on planning, execution, and closure of specific projects, while supply chain management deals with the large-scale coordination of inputs, production processes, and delivery systems (Golini, Kalchschmidt, & Landoni, 2020). With both fields increasingly dependent on each other in our modern digital world, the need to research their intersection is growing. Manufacturing projects, whether product design, process optimization, or infrastructure development, are frequently impacted by supply chain operations. Procurement delays, logistics disruptions, or inconsistency in the performance of suppliers can greatly influence project timelines and expenses (Huang, Lee, & Chen, 2021). By going digital for the supply chain, companies are able to enhance the flow of resources and information across project activities, thus lessening uncertainty and improving control.

In addition, digital supply chain applications offer project managers real-time data that can enhance forecasting, risk management, and resource planning (Rana et al., 2024). For example, predictive analytics might be used to anticipate delays or cost overruns ahead of time, while IoT-enabled sensors may be able to provide real-time

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monitoring of production operations (Queiroz et al., 2022). These features make it possible to have a more responsive and nimble approach to project management, enabling firms to dynamically adjust plans and make decisions rapidly. Yet, the degree to which these instruments are best used rests not just on their availability but also on organizational culture, leadership, and willingness to adapt.

Organizational agility, in this context, is a facilitator that influences how much digital innovations are integrated into routine operations (ul Hassan et al., 2025). Agile organizations usually have decentralized decision-making, open communication, cross-functional collaboration, and learning culture (Teece, 2020). These traits facilitate the use and expansion of digital solutions through minimization of resistance to change and promotion of ongoing improvement. As such, investigation of the moderating role of agility establishes further insight into the contexts under which SCD will deliver maximum benefits.

This research adds to academic scholarship and industry practice in a number of significant ways. First, it further develops the theoretical basis of digital transformation by emphasizing the dynamics between technology and organizational abilities. Second, it fills a gap in existing empirical research concerning emerging economies by providing region-specific knowledge that is particularly relevant to Pakistani policymakers and business executives. Third, it offers practical advice for businesses aiming to improve performance through digitalization, stressing the need to develop agility as well as investing in technology.

The study draws on the Resource-Based View (RBV) and Dynamic Capabilities Theory that offer a sound theoretical framework for the analysis of SCD, operational performance, and organizational agility interdependencies. Under the RBV, competitive advantage is achieved through the ownership of valuable, rare, inimitable, and non-substitutable resources (Barney, 1991). Digital technologies, when leveraged effectively, are those resources. But it is the argument of the

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dynamic capabilities perspective that it is not only the holding of resources that counts, but rather the potential to apply them in reaction to shifting contexts (Teece, 2020). Organizational agility is one such dynamic capability, allowing firms to reconfigure and realign resources accordingly.

Overall, this study aims to investigate three key themes. First, it measures the effect of SCD on performance in operations in the particular context of manufacturing companies in Pakistan. Second, it examines the role of organizational flexibility in enhancing the success of digital integration with project management. Third, it strives to develop a contextual understanding of the facilitators and inhibitors of digital transformation in an emerging market. In so doing, the research aims to contribute both to theoretical discussion and practical decision-making on the digital future of manufacturing in Pakistan.

Literature Review

Supply Chain Digitalization (SCD)

Supply Chain Digitalization (SCD) is a paradigm shift where traditional supply chain functions are enhanced by strategically applying advanced digital technologies. Some of these technologies involve the Internet of Things (IoT), blockchain, artificial intelligence (AI), cloud computing, and advanced analytics, among others. With these technologies, organizations are increasingly moving away from decentralized supply chain functions to highly networked, open, and intelligent systems with real-time responsiveness (Ali & Khan, 2023).

IoT device adoption within supply chains allows for real-time monitoring of goods, assets, and materials, offering managers visibility into shipment status and inventory levels (Atif et al., 2024). Blockchain technology enhances security and trust through guarantees of immutability and traceability of transactions throughout the supply chain network (Zhou & Zhang, 2022). Predictive analytics based on AI enable companies to forecast fluctuations in demand, plan logistics routes, and

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anticipate risks in advance before they occur (Iqbal & Hussain, 2024). Cloud platforms also enable risk-free sharing of information between suppliers, manufacturers, and distributors, dissolving past data silos and creating coordinated decision-making (Sharma et al., 2021).

There is robust empirical evidence supporting the positive effects of SCD on supply chain effectiveness and efficiency (Gul et al., 2021). For example, research illustrates how digitization optimizes inventory control by minimizing overstock and stockouts, resulting in significant cost reduction (Kumar & Singh, 2023). In addition, enhanced collaboration among suppliers in digital platforms supports innovation, decreases transactional costs, and develops long-term relationships (Liu et al., 2020). These enhancements result in reduced lead times and quicker response rates, hence enhancing the supply chain's responsiveness and agility to market needs (Nguyen & Tran, 2022).

In project management environments—especially in manufacturing industries—digitalization is important in aligning materials, data, and human assets (Kakakhel et al., 2016). Use of digital supply chain tools facilitates project continuity without interruptions from material shortages, communication errors, or workflow congestion (Iqbal & Hussain, 2024). Such coordination promotes predictability and cost management in projects, which are important for sustaining competitive edge in industries where timing and quality matter (Khan et al., 2020).

Even with these advantages, the journey to effective SCD adoption is challenged by numerous obstacles, particularly in developing nations such as Pakistan (Mumtaz et al., 2025). Deficits in the country's infrastructure, including unreliable internet connections and low-capacity hardware, undermine the efficient running of digital systems (Ali & Khan, 2023). In addition, the dearth of digital competencies and skills among workers tends to hinder the adoption curve, while institutional resistance to change gets in the way of revolutionary initiatives (Rehman & Farooq, 2021). These challenges underscore the

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significance of organizational preparedness and internal capacity in realizing the full benefits of supply chain digitalization (Hanif et al., 2023).

With these complexities in mind, organizational agility takes center stage. Companies that have high agility—defined by being adaptable, able to make fast decisions, and having a learning culture—can better navigate the challenges of SCD while taking advantage of its benefits (Tan & Chong, 2020). Thus, not only does agility complement the proper deployment and use of digital supply chain technologies but it is also crucial for this to be achieved effectively.

Operational Performance

Operational performance is a multi-faceted concept that captures an organization's capacity to effectively transform inputs into useful outputs with superior standards of quality, adaptability, and cost-effectiveness (Zhou & Zhang, 2022). It is a critical metric in manufacturing companies, where operational excellence has a direct impact on customer satisfaction, competitiveness in the market, and financial performance (Nguyen & Tran, 2022). In more turbulent markets, operational performance also includes responsiveness and adaptability to disturbances, highlighting the necessity of dynamic operational abilities (Sharma et al., 2021).

Digital technologies have become indispensable facilitators of operational enhancements (Gul et al., 2024). Predictive analytics, for example, enable managers to make production schedules better by anticipating trends in demand, detecting bottlenecks, and anticipating equipment failure (Iqbal & Hussain, 2024). IoT sensors track equipment condition in real time, allowing for preventive maintenance that minimizes unplanned downtime and maximizes asset life (Kumar & Singh, 2023). These technologies lead to leaner operations, reduced waste, and increased throughput.

Real-time monitoring systems and digital dashboards provide operational

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managers with real-time access to key performance indicators (KPIs), enabling data-driven decision-making, which can effectively resolve emerging issues or inefficiencies (Liu et al., 2020). By facilitating transparency and accountability at every point of the production process, digital solutions create a culture of continuous improvement and operational excellence.

Yet technology itself is no guarantee of improved operational performance. Companies need to develop the appropriate structural and cultural preparedness to adopt digital transformation. This involves spending on employee training, process redesign to include digital workflows, and developing a culture that prizes agility and innovation (Rehman & Farooq, 2021). Without such enablers, digital projects are likely to underperform or fail.

In addition, operational enhancements achieved through digitalization have the potential to benefit the firm's long-term strategic positioning beyond the direct project impacts. Greater operational agility enhances quicker time-to-market, enhanced product customization, and improved responsiveness to changing customer requirements (Tan & Chong, 2020). Therefore, operational performance enhancement gained from digital means aids in sustainable competitive benefits.

Organizational Agility

Organizational agility refers to the ability of a firm to sense, interpret, and act quickly on internal and external changes, thus staying competitive in volatile environments (Rehman & Farooq, 2021). Organizational agility is a multidimensional construct that includes structural adaptability, strategic vision, and learning and experimentation culture. Agile organizations are able to reallocate resources quickly, take decentralized decisions, and facilitate cross-functional collaboration in order to seize emerging opportunities or avert threats (Khan et al., 2021).

With respect to digital transformation and supply chain digitalization,

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agility plays the role of an important facilitator (Arshad et al., 2025). Agile organizations have a spontaneous attitude towards adopting new digital technologies, facilitating iterative proofing, and quickly modifying workflows to utilize digital potential effectively (Tan & Chong, 2020). For instance, firms with an agile culture empower frontline workers to test AI-based decision support systems or blockchain technologies, quickening the learning process and minimizing change resistance (Gul et al., 2019).

The interplay between digitalization and organizational agility has been progressively evidenced in recent empirical literature. Literature indicates that high agility enhances the payoffs of digital programs by allowing for quicker uptake, smoother assimilation, and enhanced technology tailoring to firm-specific operations (Rehman & Farooq, 2021). Low agility, on the other hand, can silence digital innovation and lead to misguided or suboptimized investments.

Agility also promotes the ability to bounce back in the context of disruption—a key characteristic for the volatile global supply chains of today. Agile companies are capable of fast reconfiguring of supply chain processes in reaction to disruptions like geopolitical uncertainty, pandemics, or natural disasters, thus ensuring operational continuity (Nguyen & Tran, 2022). This capacity is particularly important for manufacturing companies in emerging economies, which experience compounded challenges in infrastructure, uncertainty of policy, and market volatility.

In conclusion, organizational agility not only assists the smooth execution of supply chain digitalization but also improves an enterprise's overall capability to maintain operational excellence in a rapidly changing world.

Theoretical Framework

This research combines two mutually supportive theoretical frameworks to investigate the dynamics between Supply Chain Digitalization, Operational Performance, and Organizational Agility: the Resource-Based

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View (RBV) and Dynamic Capabilities Theory.

The Resource-Based View argues that companies attain enduring competitive advantage through using resources that are valuable, scarce, hard to imitate, and not substitutable (Barney, 1991). Along this line of argument, digital technologies embedded in supply chain processes are strategic assets that have the capability to distinguish companies through greater efficiency, responsiveness, and innovation capability (Ali & Khan, 2023; Riaz et al., 2021). Successful use of digital resources has the capability to streamline supply chain processes and enhance project deliverables.

Yet, the RBV concentrates more on resource ownership than resource improvisation. Dynamic Capabilities Theory complements RBV by highlighting a firm's capacity to deliberately integrate, construct, and reorganize internal and external competencies to cope with fast-changing environments (Teece, Pisano, & Shuen, 1997). Organizational agility in this model is the dynamic capability that allows companies to keep constantly aligning digital supply chain resources with changing market needs, technological innovations, and competitive forces (Shahid et al., 2024; Tan & Chong, 2020).

The interplay between dynamic capabilities (agility) and digital resources (SCD) decides the extent to which a company translates technological potential into hard operational gains. Digitalization offers the technical means and information to enhance performance, but agility provides the flexibility and creativity to use these tools in practice.

This theoretical integration gives rise to the establishment of two hypotheses for the current study:

- **H1:** Supply Chain Digitalization has a positive influence on operational performance in manufacturing companies by increasing efficiency, responsiveness, and quality.
- **H2:** Organizational agility mediates between Supply Chain Digitalization and operational performance in such a way that the

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positive influence of digitalization is more pronounced in companies showing greater agility.

By experimentally validating these hypotheses in the Pakistani manufacturing industry—a setting defined by developing digital infrastructure and increasing competitive pressures—this study hopes to add fresh insights to the academic literature on digital transformation and offer practical suggestions for practitioners seeking to maximize their supply chains in a more digital universe.

Methodology

Research Design

This research employed a cross-sectional quantitative study to examine the relationship between supply chain digitalization (SCD), operational performance, and organizational agility in Pakistan's manufacturing industry. Cross-sectional design is particularly well-suited to identify prevailing patterns and correlations among variables at a point in time, allowing the researcher to build a holistic view of prevailing dynamics within organizational systems (Saunders et al., 2019). The sample consisted of professionals working in supply chain and project management positions within different manufacturing sectors in Pakistan, guaranteeing a pertinent and knowledgeable sample.

Data Collection Procedure

Primary data were collected using a systematic survey questionnaire created to measure constructs associated with digitalization, performance, and agility. Distribution was done through purposive sampling, focusing on professionals using media such as LinkedIn, professional email lists, and organizational connections. This approach helped to ensure that data were collected from participants with experience relevant to the study (Etikan et al., 2016). 310 completed and usable questionnaires were obtained after screening the data. Measurement was done using a five-point Likert scale, from 1 (strongly disagree) to 5 (strongly agree), consistent with best practices in

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management and behavioral research. 4.3 Instruments for Measurement

- **Supply Chain Digitalization (SCD):** Products were taken from established scales created by Kumar et al. (2020) and Queiroz et al. (2022). These products measured the use of advanced digital technologies like the Internet of Things (IoT), blockchain, cloud computing, and predictive analytics in supply chain operations.
- **Operational Performance:** Flynn et al. (2010) was used to inform the measurement scale, which was further developed by Dubey et al. (2021) to capture essential operation metrics such as efficiency, reliability, cost effectiveness, reduction in lead times, and operational flexibility.
- **Organizational Agility:** Scales informed by Sambamurthy et al. (2003) and further developed by Tallon et al. (2019) were used to measure agility and focused on adaptive capacity, reconfigurability of resources, and responsiveness to changes in external markets.

Analytical Approach

Data were analyzed and processed with SmartPLS 4.0 for Structural Equation Modeling (SEM) to facilitate the study of latent constructs and their relationships. A two-step approach was utilized:

Assessment of Measurement Model: Construct reliability was examined using Cronbach's alpha (>0.7) and composite reliability (>0.8). Convergent validity was ensured via Average Variance Extracted ($AVE > 0.5$), while discriminant validity was evaluated through the Fornell-Larcker criterion (Fornell & Larcker, 1981).

Evaluation of Structural Model: Hypotheses were tested through bootstrapping (5,000 resamples), and significance was determined by assessing path coefficients, t-values, and p-values (Hair et al., 2021).

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Findings

Construct	Cronbach's Alpha (α)	Composite Reliability (CR)	Average Variance Extracted (AVE)	Hypothesis	Path Coefficient (β)	p-value	Result
Supply Chain Digitalization (SCD)	0.87	0.91	0.62	H1: SCD → Operational Performance	0.49	<0.001	Supported
Organizational Agility	0.85	0.89	0.59	H2: Organizational Agility Moderates SCD → Operational Performance	0.21	<0.01	Supported
Operational Performance	0.89	0.92	0.65				

Results

Sample Profile and Descriptive Statistics

Respondents represented a diverse spectrum of manufacturing sectors such as textiles, pharmaceuticals, automotive, and electronics. Approximately 60% of participating firms fell within the medium-sized

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enterprise category, with the remaining classified as large organizations. Most respondents were mid-to-senior level managers involved in strategic decision-making, thereby lending depth and reliability to the collected data.

Measurement Model Outcomes

The psychometric properties of the measurement model were rigorously assessed. All constructs demonstrated strong internal consistency, with Cronbach's alpha values exceeding 0.7. Composite reliability values surpassed 0.8, ensuring scale reliability. AVE values for all constructs were above 0.5, establishing convergent validity. Additionally, discriminant validity was confirmed as each construct's AVE square root was greater than its inter-construct correlations (Fornell & Larcker, 1981).

Structural Model Results

The results of the structural model were in favor of the research hypotheses. The indirect impact of SCD on business performance was significant ($\beta = 0.49$, $p < 0.001$) and revealed a strong positive relationship. In addition, organizational agility was revealed to moderate this relationship significantly ($\beta = 0.21$, $p < 0.01$), which means that companies with greater agility levels receive more advantage from digitalization initiatives.

Discussion

The results of this research highlight the significant influence that digitalization has on operational efficiency and responsiveness in the manufacturing industry. In alignment with the research by Kumar et al. (2020) and Queiroz et al. (2022), integrating technologies like the Internet of Things (IoT) and cloud platforms has a significant positive impact on supply chain synchronization and agility. By enabling real-time sharing of data, predictive analysis, and better communication between stakeholders, these digital solutions enable companies to reduce delays, streamline inventory management, and react quickly to market changes.

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This enhanced operational synchrony is especially important in manufacturing environments where production cycles and availability of supplies need to be closely synchronized to prevent loss-inducing disruptions.

In addition, this research underscores the vital moderating effect of organizational agility upon the digitalization-operational performance nexus. In alignment with views espoused by Tallon et al. (2019), companies that demonstrate high agility—denoted by their capacity to reconfigure resources quickly, accept innovation, and change organizational processes—are in a better position to maximize their digital infrastructure. That is, simply having digital technologies present is not enough unless the organization also has the structural and cultural aptitudes to effectively utilize these resources. Flexible companies are able to test out novel digital solutions, seamlessly incorporate them into existing processes, and rapidly adapt when obstacles or new situations emerge.

These results are consistent with Teece et al.'s (2016) dynamic capabilities framework, under which sustainable competitive advantage is based on a firm's ability to keep adapting by integrating, building, and reconfiguring internal competences as the environment changes. Digital technologies, as strategic assets, need to be incorporated in a flexible organizational setting to turn potential into actual operational gains. This research substantiates that without agility, supply chain digitalization investment will be at risk of underperformance or failure, highlighting the interconnected nature of technological and organizational capabilities. Besides validating existing theory models, the findings add to the emerging empirical proof of the synergistic impact of digitalization and agility. While existing research has independently examined the advantages of digital supply chain software or organizational agility, this work offers subtle analysis of how these variables interact particularly for manufacturing companies in an emerging market setting. It points out

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that agility not only serves as a driver but also as a buffer, allowing companies to maneuver the nuances of digital transformation while avoiding implementation risks.

Implications

Practical Implications for Management

For manufacturing industry practitioners, the research highlights the need to pursue a holistic digital transformation strategy. Investments in technology, like the use of IoT sensors for timely monitoring or blockchain to ensure transaction transparency, should be accompanied by actions that foster organizational agility. This entails creating flexible workflows that enable teams to quickly respond to supply chain shifts and integrating agile concepts into project management practices.

Managers must first ensure that employee training initiatives place equal emphasis on both technological skills and agility-building abilities such as cross-functional collaboration, speedy decision-making, and iterative problem-solving. Establishing a culture of experimentation and accepting calculated risks can enhance the uptake and effective implementation of new technologies. Additionally, leadership should actively support communication channels that facilitate transparency and knowledge sharing (Bilal et al., 2021), which are critical for ensuring operational coherence in digitally empowered environments (Sharma et al., 2021).

In addition, organizations need to assess their structural adaptability and decision-making mechanisms to enable agile response. As an illustration, flattening hierarchical structures or empowering front-line staff enables responding to real-time supply chain information, preventing delays, and shortening lead times. A marriage of digital platforms with agile project management practices like Scrum or Kanban may offer a platform for ongoing improvement and flexibility in operations.

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Strategic Implications for Policymakers

Policy-wise, governments willing to push forward digitalization in the manufacturing sector need to appreciate that technological infrastructure and human capital building have dual significance. The Pakistani government, and by extension other emerging economies in the same context, should craft enabling policies that encourage digital uptake through financial means like subsidies, tax relief, or preferential loans on digital transformation initiatives (Ministry of IT & Telecom, Pakistan, 2023).

Equally important is the establishment of vocational training centers and academic curricula that integrate digital skills with agile management principles. Such institutions would equip the workforce with the necessary competencies to operate and sustain complex digital supply chain systems, thus addressing prevalent skill shortages that currently impede transformation efforts (Iqbal & Hussain, 2024). Encouraging public-private partnerships to develop sector-specific training modules could bridge the gap between industry needs and educational offerings.

Furthermore, national strategies should foster innovation ecosystems that promote collaboration among technology providers, manufacturing firms, and research institutions. This approach would create a fertile environment for piloting new digital solutions and refining best practices for supply chain digitalization in the local context. Policy frameworks that facilitate data sharing while ensuring cybersecurity and privacy will also enhance trust and participation in digital networks.

Study Limitations and Future Research Directions

While this study offers valuable insights, several limitations warrant consideration. First, the research adopts a cross-sectional design, capturing relationships at a single point in time. This approach constrains the ability to infer causal effects or to observe how supply

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chain digitalization and agility evolve dynamically over extended periods. Longitudinal studies are recommended to track the maturation of digital capabilities and their long-term impacts on operational performance.

Second, the study is context-specific to Pakistan's manufacturing sector, which possesses unique infrastructural, cultural, and economic characteristics. Although these findings provide depth of understanding within this setting, comparative research across different emerging and developed markets could reveal contextual variances and universal principles. Such cross-country analyses could inform tailored digitalization strategies.

Third, the quantitative focus of the study may overlook nuanced human and organizational factors influencing digital transformation. Future research incorporating qualitative methodologies—such as interviews, ethnographic observations, or case studies—would enrich comprehension of employee experiences, leadership behaviors, and organizational culture shifts that underpin successful digital supply chain initiatives. These qualitative insights could inform more holistic intervention designs.

Lastly, investigating other moderating or mediating variables like organizational learning capacity, technological readiness, or environmental uncertainty could enhance knowledge of more intricate mechanisms behind digitalization outcomes. Probing the mutual interaction between these variables and agility might provide more comprehensive explanatory models.

Conclusion

In conclusion, the study makes a clear and cogent connection between digital technology integration in supply chain and project management procedures and improved operational performance in manufacturing companies. The digital technologies including IoT, blockchain, and cloud computing offer key capabilities that enhance supply chain transparency, coordination, and responsiveness. Nevertheless, the actualization of

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these benefits is highly dependent on organizational agility.

Agility comes into the picture when it acts as an essential driver enabling the swift reconfiguration of processes and resources, accelerating digital investments into enhanced efficiency, minimized lead times, and extended operating flexibility. For Pakistani producers operating in the fast-digitizing global economy, the synchronization of industry strategy agility with technical innovation forms a principal determinant of long-term success and ongoing competitive advantage.

The results underscore the need for holistic strategies that integrate technology innovation with organizational competency building. This two-pronged attention is critical to organizations looking to compete in the midst of continuing digital disruption and ever-more complicated supply chain landscapes. Through developing agile cultures and developing digital expertise, manufacturing organizations can not only enhance their short-term business performance but also create robust, future-proofed organizations that can capitalize on new opportunities within an evolving marketplace.

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