



[Back](#)

# Supply Chain Resilience: A Case Study of Small-Medium Wholesale Company in Saudi Arabia

Lecture Notes in Mechanical Engineering • Conference Paper • 2025 •

DOI: 10.1007/978-981-96-3814-7\_22

Amir, Adibah<sup>a</sup> ; Bashanfar, Mohammed Khaled<sup>a,b</sup>

<sup>a</sup> Department Manufacturing and Materials Engineering, Kulliyyah of Engineering, International Islamic University Malaysia, Kuala Lumpur, Malaysia

[Show all information](#)

0

Citations

[Full text](#) [Export](#) [Save to list](#)

[Document](#)

[Impact](#)

[Cited by \(0\)](#)

[References \(9\)](#)

[Similar documents](#)

## Abstract

This case study investigates the resilience and flexibility of supply chain mechanisms in a small to medium sized wholesale business (SME) based in Jeddah, Saudi Arabia. It focuses on the company's ability to handle and recover from disruptions in supply chain management. A critical issue is the impact on the SME's resilience due to inadequate performance evaluation, particularly since the business heavily relies on the lucrative seasonal peaks of Ramadhan and Hajj for its trading operations in Jeddah. The business was severely affected by geopolitical tension arising from Israel's occupation of Palestine. Using root cause analysis, potential causes of these disruptions were examined and validated, revealing four main contributing factors; underlying, immediate, direct and indirect causes. It was found that underlying issues like poor communications with suppliers could be improved by fostering harmonious supplier-manufacturer relationships. The identified immediate cause of value-added government tax can be managed through proactive tax management strategies such as investment decisions and capital restructuring. A direct cause, a

significant increase of USD 3500 in shipping costs for the traditional route from China to Jeddah between September 2023 and January 2024, can be mitigated by practising cost-sharing shipment arrangements. A significant indirect cause was the USD 100,000 sales loss in February 2024 due to missing lucrative sales during seasonal peaks, which can be minimised through efficient forecasting strategies and inventory management. Ultimately, this study provides valuable insights for SMEs aiming to enhance their supply chain resilience amidst global economic challenges. © The Author(s), under exclusive license to Springer Nature Singapore Pte Ltd. 2025.

## Author keywords

Geopolitical tension; Saudi Arabia; Seasonal peaks; SME wholesale; Supply chain

## Indexed keywords

### Engineering controlled terms

Decision making; Resource allocation; Sales; Strategic planning

### Engineering uncontrolled terms

Case-studies; Chain management; Chain-mechanism; Geopolitical tension; It focus; Saudi Arabia; Seasonal peaks; SME wholesale; Supply chain resiliences; Wholesale business

### Engineering main heading

Enterprise resource planning

## Corresponding authors

Corresponding  
author

A. Amir

---

Affiliation

Department Manufacturing and Materials Engineering, Kulliyyah of  
Engineering, International Islamic University Malaysia, Kuala Lumpur,  
Malaysia

---

Email address

adibah@live.iium.edu.my

Abstract

Author keywords

Indexed keywords

Corresponding authors

---

## About Scopus

[What is Scopus](#)

[Content coverage](#)

[Scopus blog](#)

[Scopus API](#)

[Privacy matters](#)

## Language

[日本語版を表示する](#)

[查看简体中文版本](#)

[查看繁體中文版本](#)

[Просмотр версии на русском языке](#)

## Customer Service

[Help](#)

[Tutorials](#)

[Contact us](#)

---

**ELSEVIER**

[Terms and conditions](#) ↗ [Privacy policy](#) ↗ [Cookies settings](#)

All content on this site: Copyright © 2025 Elsevier B.V. ↗, its licensors, and contributors. All rights are reserved, including those for text and data mining, AI training, and similar technologies. For all open access content, the relevant licensing terms apply.

RELX™