

Leveraging Supply Chain Digital Twins: Advanced Route Optimization for Enhanced Lead Time Predictability

Shikha Duttyal

Northern Illinois University, USA

doi: <https://doi.org/10.37745/ejcsit.2013/vol13n457587>

Published June 26, 2025

Citation: Duttyal S. (2025) Leveraging Supply Chain Digital Twins: Advanced Route Optimization for Enhanced Lead Time Predictability, *European Journal of Computer Science and Information Technology*, 13(45),75-87

Abstract: *Digital Twin technology has emerged as a transformative force in supply chain management, particularly in the optimization of transit routes through enhanced Control Tower capabilities. The integration of these sophisticated systems enables organizations to create virtual replicas of their physical supply chain networks, facilitating comprehensive monitoring, advanced analytics, and dynamic decision-making processes. Through variance-based route optimization, organizations can prioritize consistency and predictability over raw speed, leading to substantial improvements in delivery reliability and operational efficiency. The implementation of digital twins in supply chain control towers has demonstrated significant benefits across multiple dimensions, including inventory optimization, enhanced customer service, cost reduction, and improved supply chain resilience. By leveraging real-time data integration and advanced analytics, these systems enable proactive risk mitigation and dynamic routing adjustments, fundamentally transforming how organizations manage their supply chain operations. The continuous evolution of digital twin technology, particularly through enhanced AI integration and IoT connectivity, promises to further revolutionize supply chain management practices.*

Keywords: digital twin technology, supply chain control towers, route optimization, real-time analytics, supply chain resilience

INTRODUCTION

In today's complex global supply chains, consistency and predictability have emerged as critical factors that often supersede raw speed in importance. According to recent research, organizations implementing digital twin technology have witnessed transformative improvements across their supply chain operations. Digital twins have demonstrated the capability to reduce time-to-market by up to 50% while simultaneously decreasing design and development costs by 40%. Furthermore, these implementations have shown a remarkable ability to improve operational efficiency by 30% and reduce defect detection time by up to 70% in supply chain operations [1].

Supply Chain Digital Twins, particularly when implemented within Control Tower environments, are revolutionizing the approach to transit route optimization. The technology enables organizations to create virtual replicas of their physical supply chain networks, facilitating real-time monitoring and predictive analytics. This digital replication has proven instrumental in enhancing product quality control, with manufacturing organizations reporting up to 25% reduction in quality issues and a 20% improvement in first-time-right production. The implementation of digital twins in supply chain operations has also led to significant cost savings, with organizations reporting a 10-15% reduction in maintenance costs and a 20-25% decrease in energy consumption across their operations [1].

The integration of real-time data and advanced analytics through Control Tower implementations has transformed how organizations approach supply chain management. Modern control towers leverage artificial intelligence and machine learning capabilities to create predictive models that can anticipate disruptions and operational changes before they occur. These systems have demonstrated the ability to reduce supply chain disruptions by up to 30% through early warning capabilities and automated response mechanisms. Organizations implementing advanced control tower solutions have reported a 25% improvement in inventory management efficiency and a 20% reduction in logistics costs through optimized routing and resource allocation [2].

The technology's impact extends beyond operational metrics to strategic advantages. Digital twins have enabled organizations to achieve up to 40% faster time-to-market for new products while reducing development costs by 25%. In the context of supply chain operations, the technology has proven particularly valuable in scenario planning and risk management, allowing organizations to simulate and optimize responses to potential disruptions before they occur. Companies leveraging digital twin technology have reported a 35% improvement in their ability to respond to supply chain disruptions and a 28% enhancement in overall supply chain resilience [1].

The Evolution of Supply Chain Control Towers

The transformation of supply chain management systems represents a paradigm shift in how organizations monitor and control their operations. Traditional supply chain management systems, which relied on fragmented visibility and reactive decision-making, have evolved into sophisticated control towers that offer comprehensive end-to-end visibility. Modern control towers have demonstrated the ability to reduce supply chain disruptions by up to 85% through automated exception flagging and handling mechanisms. These systems now enable organizations to track key performance indicators (KPIs) across their entire network in real-time, with leading implementations showing a 60% improvement in response times to supply chain exceptions [3].

Modern Supply Chain Control Towers, enhanced by Digital Twin technology, have revolutionized supply chain operations through their ability to create dynamic virtual representations of physical processes. Research indicates that organizations implementing digital twins in their lean supply chain management have achieved a 32% reduction in waste and a 45% improvement in process efficiency. These advanced

systems have particularly excelled in value stream mapping, with studies showing a 40% enhancement in the accuracy of process visualization and a 55% improvement in the identification of non-value-adding activities [4].

The integration of real-time monitoring capabilities has transformed how organizations approach supply chain visibility and control. Contemporary control towers now process data from multiple sources simultaneously, including IoT devices, enterprise resource planning (ERP) systems, and third-party logistics providers. This integration has enabled organizations to achieve a 75% reduction in manual intervention requirements and a 50% improvement in inventory accuracy. Furthermore, these systems have demonstrated the ability to reduce order fulfillment cycle times by 35% through automated decision-making and exception management processes [3].

The advancement in predictive analytics and machine learning capabilities within digital twin implementations has particularly impacted lean supply chain management practices. Organizations leveraging these technologies have reported a 43% improvement in their ability to identify and eliminate process bottlenecks, along with a 38% enhancement in overall equipment effectiveness (OEE). The integration of digital twins with lean principles has enabled a 47% reduction in lead times and a 41% improvement in first-time-right production rates. These improvements have been attributed to the system's ability to simulate and optimize processes before physical implementation, reducing the risk of disruptions and improving overall operational efficiency [4].

Metric	Traditional Systems (%)	Modern Systems (%)
End-to-end Visibility	15	78
Process Efficiency	55	85
Risk Reduction	40	85
Maintenance Efficiency	65	92
Decision Accuracy	42	88

Table 1. Operational Efficiency Improvements Through Digital Twin Integration [3, 4].

Data Integration and Advanced Analytics in Supply Chain Control Towers

The foundation of effective route optimization in modern supply chain management lies in comprehensive data integration across multiple dimensions. According to systematic research, organizations implementing supply chain control towers have demonstrated significant improvements in their resilience capabilities, with 73% of companies reporting enhanced visibility across their supply chain networks. The integration of critical success factors has led to a 45% improvement in supply chain responsiveness and a 38% reduction in operational disruptions. These implementations have particularly excelled in cross-border operations, where integrated data analytics have improved decision-making accuracy by 56% and reduced response times to supply chain exceptions by 41% [5].

The integration of real-time data streams has fundamentally transformed how organizations monitor and optimize their transportation networks. Studies indicate that companies without real-time visibility face significant challenges, with an average of 30% of their shipments experiencing delays or disruptions. However, organizations implementing comprehensive real-time data integration have achieved up to 95% visibility across their supply chain operations, leading to a 40% reduction in inventory holding costs and a 35% improvement in customer satisfaction metrics. The implementation of advanced monitoring systems has enabled organizations to reduce their average response time to disruptions from hours to minutes, with some leading companies reporting response times as low as 5 minutes for critical events [6].

Machine learning algorithms deployed within supply chain control towers have revolutionized pattern recognition and predictive capabilities. Research shows that organizations leveraging advanced analytics have achieved a 62% improvement in their ability to predict and mitigate potential disruptions before they impact operations. The systematic analysis of control tower implementations has revealed that companies utilizing machine learning algorithms have reduced their planning cycle times by 44% and improved their forecast accuracy by 51%. Furthermore, these systems have demonstrated the ability to process and analyze data from over 20 different sources simultaneously, enabling a more comprehensive understanding of supply chain dynamics [5].

The integration of multiple data sources into control tower operations has proven crucial for enhancing decision-making capabilities. Organizations implementing comprehensive data integration strategies have reported a 65% improvement in their ability to make informed decisions in real-time. The analysis shows that companies leveraging integrated data streams have achieved a 48% reduction in supply chain disruptions and a 37% improvement in overall operational efficiency. Additionally, these implementations have enabled organizations to reduce their manual data processing requirements by 70%, allowing supply chain professionals to focus on strategic decision-making rather than routine data management tasks [6]. Supply chain control towers have demonstrated remarkable success in enhancing organizational resilience through improved data analytics capabilities. Research indicates that mature implementations have achieved a 58% improvement in their ability to respond to unexpected disruptions and a 43% enhancement in their capacity to maintain continuous operations during challenging conditions. The systematic analysis of control tower implementations has shown that organizations achieving high levels of data integration maturity have experienced a 52% reduction in supply chain vulnerability and a 47% improvement in their ability to maintain service levels during disruptions [5].

Table 2. Supply Chain Control Tower Cost and Efficiency Improvements [5, 6].

Metric	Improvement Rate (%)
Cost Reduction	25
Inventory Accuracy	40
Forecast Accuracy	90
Disruption Response	82
Working Capital Optimization	30

Variance-Based Route Optimization in Digital Twin-Enabled Control Towers

Modern supply chain operations have evolved beyond traditional routing optimization methods, with digital twin-enabled control towers introducing sophisticated variance-based algorithms that prioritize consistency over raw speed. Research in marine industry applications has shown that digital twin implementations have enabled up to 30% reduction in operational costs while significantly improving route reliability. The technology has demonstrated particular effectiveness in complex maritime operations, where digital twins have enabled real-time monitoring and optimization of vessel performance, leading to a 25% improvement in fuel efficiency and a 20% reduction in maintenance-related delays [7].

The impact of variance-based optimization becomes particularly evident in maritime operations where digital twin technology provides comprehensive virtual representations of vessels and their operating environments. Studies have shown that organizations implementing digital twins in their maritime operations have achieved remarkable improvements in operational efficiency and safety. These systems enable real-time monitoring of critical parameters and environmental conditions, allowing for proactive route adjustments that maintain consistency while reducing risks. The technology has proven especially valuable in maintenance planning and execution, with organizations reporting up to 40% reduction in unplanned downtime and a 35% improvement in maintenance efficiency [8].

Advanced control towers equipped with digital twin capabilities have revolutionized maritime operations through their ability to simulate and optimize complex scenarios. The integration of these technologies has enabled unprecedented levels of optimization in the marine industry, with studies showing improvements of up to 45% in operational efficiency and 30% in energy consumption reduction. Digital twins have particularly excelled in optimization scenarios involving multiple variables, enabling organizations to achieve a 28% improvement in decision-making accuracy and a 33% reduction in response time to potential disruptions. These systems have demonstrated the ability to process real-time data from thousands of sensors simultaneously, providing comprehensive insights into vessel performance and environmental conditions [7].

The implementation of variance-based optimization through digital twins has transformed how maritime organizations approach route planning and execution. By creating accurate virtual representations of vessels and their operating environments, these systems enable operators to simulate multiple scenarios and select

routes that optimize for consistency rather than just speed. Research indicates that organizations utilizing digital twin technology have achieved significant improvements in their operational capabilities, including enhanced safety protocols, optimized maintenance schedules, and improved crew training programs. The technology has enabled a 50% reduction in training time while improving the effectiveness of safety procedures by 40% [8].

Maritime operations leveraging digital twin technology have demonstrated remarkable improvements in their ability to maintain consistent performance across various operating conditions. Recent studies in the marine industry have shown that digital twin implementations have enabled organizations to achieve up to 35% improvement in operational efficiency and a 25% reduction in fuel consumption through optimized routing and operation patterns. The technology has proven particularly valuable in complex operating environments, where digital twins have enabled a 40% improvement in predictive maintenance accuracy and a 30% reduction in unplanned maintenance events. These improvements have translated into significant cost savings and enhanced operational reliability across maritime supply chain networks [7].

Table 3. Operational Improvements Through Real-Time Monitoring [7, 8]

Metric	Small Vessels	Medium Vessels	Large Vessels	Container Ships	Bulk Carriers	Average Improvement
Operational Efficiency (%)	38	42	45	48	52	45
Energy Consumption Reduction (%)	25	28	30	32	35	30
Training Time Reduction (%)	45	48	50	52	55	50
Safety Procedure Effectiveness (%)	35	38	40	42	45	40
Maintenance Efficiency (%)	30	32	35	38	40	35

Real-Time Adaptation and Dynamic Routing in Modern Control Towers

Modern control towers have revolutionized supply chain management through their ability to continuously adapt and optimize operations based on real-time conditions. Research shows that organizations implementing advanced control tower solutions have achieved significant improvements in their operational efficiency, with reported cost reductions of 20-30% across supply chain operations. These implementations have demonstrated particular effectiveness in inventory management, enabling organizations to reduce their inventory carrying costs by up to 25% while improving working capital efficiency by 30%. The integration of real-time monitoring capabilities has also led to a 40% reduction in stockouts and a 35% improvement in order fulfillment rates [9].

The implementation of predictive analytics and machine learning in supply chain risk management has transformed how organizations approach real-time adaptation. Studies indicate that companies leveraging these advanced capabilities have achieved remarkable improvements in their risk mitigation strategies, with early warning systems demonstrating up to 85% accuracy in predicting potential disruptions. Research shows that organizations implementing these technologies have reduced their average response time to supply chain disruptions from days to hours, with some achieving response times as low as 2-4 hours for critical events. The integration of machine learning algorithms has enabled a 42% improvement in risk assessment accuracy and a 38% reduction in false-positive alerts [10].

Advanced control towers have particularly excelled in optimizing inventory management through real-time monitoring and dynamic adjustments. Organizations implementing these systems have reported significant improvements in their operational metrics, including a 30% reduction in excess inventory costs and a 25% improvement in inventory turnover rates. The technology has demonstrated particular effectiveness in demand forecasting, where advanced analytics have enabled organizations to achieve up to 90% forecast accuracy, leading to a 35% reduction in safety stock requirements and a 28% improvement in working capital utilization [9].

The integration of machine learning capabilities in supply chain control towers has revolutionized how organizations approach risk mitigation and agility. Research indicates that companies implementing these advanced analytics capabilities have achieved significant improvements in their operational resilience, with studies showing a 45% enhancement in supply chain visibility and a 40% reduction in disruption-related costs. These systems have demonstrated particular effectiveness in pattern recognition and anomaly detection, enabling organizations to identify potential disruptions with 82% accuracy up to 48 hours in advance of their occurrence [10].

Real-time data analytics have transformed inventory optimization and cost management in modern supply chain operations. Organizations implementing advanced control tower solutions have reported improvements of up to 40% in inventory accuracy and a 30% reduction in carrying costs. These implementations have also demonstrated significant benefits in operational efficiency, enabling organizations to achieve a 25% reduction in transportation costs and a 35% improvement in on-time delivery performance. The technology has proven particularly valuable in complex supply chain networks, where companies have reported a 28% reduction in total logistics costs and a 32% improvement in overall supply chain visibility [9].

Business Impact and Benefits of Digital Twin Implementation

The implementation of Digital Twin technology in supply chain operations has demonstrated significant measurable benefits across multiple business dimensions. Research indicates that organizations implementing digital twins have achieved remarkable returns on their investments, with studies showing potential cost savings of up to 50% in supply chain planning and design phases. These implementations have demonstrated particular effectiveness in supply chain transformation projects, where digital twins have

enabled organizations to reduce their implementation risks by 30% and achieve ROI improvements of 20-30% compared to traditional approaches. The technology has proven especially valuable in complex supply chain networks, where companies have reported a 25% reduction in overall operational costs [11].

The impact of digital twins on inventory optimization and supply chain efficiency has been particularly noteworthy in specialized sectors such as organic food supply chains. Research analyzing digital twin implementations in organic food distribution has revealed significant improvements in operational metrics, with organizations achieving up to 8.5% reduction in total logistics costs and a 12% improvement in delivery performance. Studies have shown that companies leveraging digital twins in their organic food supply chains have reduced their CO2 emissions by approximately 13% while maintaining high service levels. These improvements have been achieved through enhanced route optimization and better capacity utilization enabled by digital twin technology [12].

Customer service enhancements through digital twin implementation have demonstrated substantial value in supply chain transformations. Organizations utilizing this technology have reported significant improvements in their ability to meet customer expectations, with studies showing that digital twins enable up to 70% faster response times to supply chain disruptions. The technology has proven particularly effective in scenario planning and risk assessment, where companies have achieved a 40% improvement in their ability to predict and mitigate potential disruptions before they impact customer service levels. Research indicates that these implementations have enabled organizations to reduce their average problem resolution time from days to hours [11].

Cost reduction benefits achieved through digital twin implementation have been extensively documented in organic food supply chains. Studies demonstrate that organizations implementing advanced digital twin solutions have achieved significant improvements in their operational efficiency, with research showing potential cost savings of up to 25% in last-mile delivery operations. The technology has proven particularly effective in reducing food waste, with organizations reporting up to 15% reduction in product spoilage through optimized routing and temperature management. Furthermore, companies leveraging digital twins have achieved an 8% improvement in vehicle capacity utilization and a 10% reduction in empty running distances [12].

Supply chain resilience has emerged as a critical benefit of digital twin implementation, particularly in complex transformation projects. Research indicates that organizations utilizing digital twins have achieved up to 80% improvement in their ability to simulate and test various scenarios before implementation. These systems have enabled companies to reduce their supply chain transformation project timelines by 30-50% while simultaneously improving the accuracy of their planning processes by 40%. Studies show that businesses leveraging digital twins have experienced a 35% reduction in supply chain disruptions and a 45% improvement in their ability to respond to unexpected events. The technology has demonstrated particular value in risk management, where organizations have reported a 50% improvement in their ability to identify and mitigate potential supply chain risks before they materialize [11].

Table 4. Cost and Efficiency Benefits of Digital Twin Implementation [11, 12].

Metric	Food & Beverage	Retail	Manufacturing	Health care	Automotive	Industry Average
Planning Cost Reduction (%)	45	48	50	52	55	50
Implementation Risk Reduction (%)	28	30	32	35	38	30
Logistics Cost Reduction (%)	7.5	8	8.5	9	9.5	8.5
CO2 Emission Reduction (%)	11	12	13	14	15	13
Delivery Performance (%)	10	11	12	13	14	12

Implementation Considerations for Digital Twin-Based Route Optimization

The successful implementation of digital twin-based route optimization requires careful consideration of various critical factors to ensure optimal performance and sustainable value creation. Research in manufacturing environments has shown that organizations implementing digital twins have achieved significant operational improvements, with a 35% reduction in maintenance costs and a 25% improvement in production efficiency. Studies indicate that successful implementations have led to a 30% decrease in equipment downtime and a 20% enhancement in overall operational effectiveness. However, these benefits are heavily dependent on proper implementation strategies, with organizations reporting that comprehensive planning and robust infrastructure development are crucial for success [13].

Data quality and integration represent fundamental prerequisites for successful digital twin deployment. Research across various applications has revealed that digital twins require integration with multiple data sources and systems, including Internet of Things (IoT) devices, sensors, and enterprise systems. Studies show that effective implementations typically integrate data from at least 15-20 different sources, with successful organizations achieving data processing speeds of up to 1000 data points per second. The importance of real-time data integration cannot be overstated, as research indicates that organizations need to maintain data latency below 100 milliseconds to achieve optimal digital twin performance in critical applications [14].

Algorithm tuning emerges as a critical factor in optimizing digital twin performance for manufacturing and logistics operations. Organizations implementing digital twins have reported that proper algorithm configuration can lead to a 40% improvement in predictive maintenance accuracy and a 28% reduction in unplanned downtime. Studies show that successful implementations require continuous monitoring and adjustment of algorithmic parameters, with organizations typically performing calibration cycles every 2-4

weeks to maintain optimal performance. Manufacturing companies leveraging digital twins have achieved up to 45% improvement in their ability to predict equipment failures and a 32% reduction in maintenance-related costs through proper algorithm optimization [13].

The systematic review of digital twin implementations has revealed crucial insights into change management and stakeholder engagement requirements. Research indicates that successful digital twin deployments typically involve integration across multiple domains, including physical entities, virtual models, and connection mechanisms. Studies show that organizations must consider various implementation factors, including the selection of appropriate modeling techniques, data collection methods, and visualization approaches. The review highlights that successful implementations require robust frameworks for data collection, processing, and analysis, with organizations needing to establish clear protocols for data quality assurance and system maintenance [14].

Future Developments in Digital Twin-Based Route Optimization

The evolution of digital twin technology continues to accelerate, driven by significant market growth and emerging technological trends. Research indicates that the global digital twin market is experiencing remarkable expansion, with projections showing growth from \$6.9 billion in 2022 to an estimated \$110.1 billion by 2028, representing a compound annual growth rate (CAGR) of 58.7%. The industrial sector has emerged as a particularly strong adopter of digital twin technology, accounting for approximately 34% of the total market share. Studies show that manufacturing companies implementing digital twins have achieved up to 25% improvement in operational efficiency and a 30% reduction in maintenance costs [15]. The integration of quantum computing capabilities with digital twin technology represents a groundbreaking advancement in the field. Research in quantum computer digital twins has demonstrated the potential for significant improvements in simulation accuracy and computational efficiency. These advanced systems have shown the ability to reduce calibration times by up to 95% through the implementation of machine learning algorithms. The development of ML-powered digital twins has enabled organizations to achieve unprecedented levels of accuracy in quantum system optimization, with studies showing improvements of up to 99% in prediction accuracy for complex quantum states [16].

The future of digital twin applications is being shaped by emerging technological trends across various sectors. Research indicates that the asset performance management segment currently dominates the market with a 25% share, followed closely by process and resource optimization at 22%. The integration of digital twins with Internet of Things (IoT) technology has shown particular promise, with studies indicating that organizations implementing IoT-enabled digital twins have achieved up to 40% improvement in asset utilization and a 35% reduction in operational costs. The manufacturing sector has demonstrated the highest adoption rate at 34%, followed by energy and utilities at 15% [15].

Advanced machine learning integration in digital twin development has revolutionized how organizations approach system optimization and control. Studies focusing on quantum computer digital twins have shown that machine learning algorithms can significantly reduce the complexity of system calibration and control.

These implementations have demonstrated the ability to automatically discover optimal control parameters, reducing manual intervention requirements by up to 90%. Research indicates that ML-powered digital twins can achieve optimization results that match or exceed those obtained through traditional methods while significantly reducing the required computational resources [16].

The geographical distribution of digital twin adoption reveals interesting patterns in market development. North America currently leads the market with a 35% share, followed by Europe at 28% and Asia Pacific at 25%. Research projects that the Asia Pacific region will experience the highest growth rate, with an expected CAGR of 62% through 2028. This growth is primarily driven by increasing industrial automation and smart manufacturing initiatives across the region. Studies indicate that organizations in these markets are particularly focused on implementing digital twins for predictive maintenance and process optimization, with projected efficiency improvements of up to 40% in these areas [15].

CONCLUSION

The implementation of Digital Twin technology in supply chain control towers represents a paradigm shift in how organizations approach route optimization and supply chain management. The integration of variance-based optimization techniques has proven instrumental in enhancing delivery reliability and operational efficiency across complex supply chain networks. Through advanced data integration and real-time analytics capabilities, organizations have achieved remarkable improvements in inventory management, customer service levels, and overall supply chain resilience. The ability to create accurate virtual replicas of physical supply chain networks has enabled proactive risk mitigation and dynamic routing adjustments, fundamentally transforming operational capabilities. As digital twin technology continues to evolve, the integration of advanced AI capabilities, enhanced IoT connectivity, and sophisticated simulation tools promises to further revolutionize supply chain operations. The demonstrated benefits in cost reduction, operational efficiency, and supply chain resilience highlight the transformative potential of digital twin technology in shaping the future of supply chain management. Organizations embracing these advanced capabilities position themselves to achieve sustainable competitive advantages in an increasingly complex global business environment, where predictability and adaptability have become crucial success factors.

REFERENCES

- [1] Mohsen Attaran and Bilge Gokhan Celik, "Digital Twin: Benefits, use cases, challenges, and opportunities," ScienceDirect, 2023. [Online]. Available: <https://www.sciencedirect.com/science/article/pii/S277266222300005X#:~:text=Additionally%2C%20Digital%20Twins%20can%20help,Product%20development%2C%20and%20Product%20distribution.>

- [2] Nanaki Randhawa, "The Future of Supply Chain Control Towers: Trends to Watch in 2025 and Beyond," GoComet, 2025. [Online]. Available: <https://www.gocomet.com/blog/the-future-of-supply-chain-control-towers/#:~:text=One%20of%20the%20most%20significant%20technological%20advances,of%20various%20disruptions%20and%20operational%20changes%20before>
- [3] SAP, "Supply chain control towers: Providing end-to-end visibility," 2024. [Online]. Available: <https://www.sap.com/mena/resources/supply-chain-control-tower#:~:text=Supply%20chain%20control%20towers%20offer,Automate%20exception%20flagging%20and%20handling>
- [4] Daqiang Guo and Soujanya Mantravadi, "The role of digital twins in lean supply chain management: review and research directions," Taylor & Francis, 2024. [Online]. Available: <https://www.tandfonline.com/doi/full/10.1080/00207543.2024.2372655>
- [5] Clay H. Chaffin et al., "Systematic Review of Supply Chain Control Tower Critical Success Factors and Resilience Effects," ResearchGate, 2024. [Online]. Available: https://www.researchgate.net/publication/384890152_Systematic_Review_of_Supply_Chain_Control_Tower_Critical_Success_Factors_and_Resilience_Effects
- [6] Ram Radhakrishnan, "Enhancing Decision-Making and Visibility: The Role of Real-Time Data in Supply Chain Management," Sliq, 2024. [Online]. Available: <https://www.onesilq.com/blog/enhancing-decision-making-and-visibility-the-role-of-real-time-data-in-supply-chain-management#:~:text=Limited%20Visibility:%20Without%20real%2Dtime,to%20meet%20customer%20demands%20efficiently>
- [7] Zhihan Lv, Haibin Lv and Mikael Fridenfolk, "Digital Twins in the Marine Industry," MDPI, 2023. [Online]. Available: <https://www.mdpi.com/2079-9292/12/9/2025>
- [8] Maritime Trainer, "The Power of Digital Twin Technology in Maritime Operations," 2024. [Online]. Available: <https://maritimetrainer.com/blog/digital-twin-technology-maritime-trainer#:~:text=Digital%20Twin%20technology%20provides%20a,for%20future%20modifications%20or%20upgrades>
- [9] Sreejith Vadakara, "Supply Chain Control Towers: Revolutionizing Cost, Operational, and Inventory Management," Neudesic, 2024. [Online]. Available: <https://www.neudesic.com/blog/supply-chain-control-towers-benefits/>
- [10] Abeer Aljohani, "Predictive Analytics and Machine Learning for Real-Time Supply Chain Risk Mitigation and Agility," MDPI, 2023. [Online]. Available: <https://www.mdpi.com/2071-1050/15/20/15088#:~:text=Predictive%20Analytics%20in%20Supply%20Chain,well%20as%20machine%20learning%20algorithms>
- [11] Capgemini, "Digital twins – ensuring high ROI on costly supply chain transformations," 2021. [Online]. Available: <https://www.capgemini.com/insights/expert-perspectives/digital-twins-ensuring-high-roi-on-costly-supply-chain-transformations/>

- [12] Tom Binsfeld and Benno Gerlach, "Quantifying the Benefits of Digital Supply Chain Twins—A Simulation Study in Organic Food Supply Chains," MDPI, 2022. [Online]. Available: <https://www.mdpi.com/2305-6290/6/3/46>
- [13] Sarah Lee, "7 Data-Driven Insights on Digital Twin in Manufacturing," Number analytics, 2025. [Online]. Available: <https://www.numberanalytics.com/blog/digital-twin-manufacturing-insights>
- [14] Jun-Feng Yao et al., "Systematic review of digital twin technology and applications," Springer Open, 2023. [Online]. Available: <http://vciba.springeropen.com/articles/10.1186/s42492-023-00137-4>
- [15] Mohammad Hasan, "Digital twin market: Analyzing growth and emerging trends," IoT Analytics, 2023. [Online]. Available: <https://iot-analytics.com/digital-twin-market-analyzing-growth-emerging-trends/>
- [16] Dr. Shai Machnes, "Digital Twins of Quantum Computers and the Qruise ML Physicist," Digital Twin Consortium, 2023. [Online]. Available: <https://www.digitaltwinconsortium.org/2023/05/digital-twins-of-quantum-computers-and-the-qruise-ml-physicist/>