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GREEN SUPPLY CHAIN MANAGEMENT AND ARTIFICIAL INTELLIGENCE: A REVIEW AND BIBLIOMETRIC ANALYSIS

Abstract: Green Supply Chain Management (GSCM) has emerged as a crucial approach for enhancing environmental sustainability in supply chain operations. In parallel, Artificial Intelligence (AI) technologies are revolutionizing decision-making processes, optimization strategies, and overall supply chain efficiency. This paper presents a comprehensive review and bibliometric analysis of the relationship between GSCM and AI, highlighting key research trends, influential authors, and major thematic areas. Using the Bibliometrics R package, relevant publications from the Web of Science Core Collection are analyzed to identify new patterns, collaboration networks, and technological advances that drive sustainability in supply chains. The findings provide valuable insights into how AI-powered solutions, such as machine learning, predictive analytics, and blockchain, contribute to greener and more efficient supply chain practices. This study also outlines future research directions, emphasizing the role of AI in advancing circular economy principles and reducing the environmental impact of supply chain operations.

Keywords: green supply chain, management, artificial intelligence, bibliometric analysis.

1. INTRODUCTION

In recent years, growing concerns over environmental sustainability have driven industries to adopt more eco-friendly practices in their supply chain operations. Green Supply Chain Management (GSCM) integrates sustainability principles into traditional supply chain processes, aiming to minimize environmental impact while maintaining economic efficiency. This approach encompasses various strategies, including green procurement, eco-design, sustainable logistics, and waste reduction, all of which contribute to a more circular and responsible economy. The GSCM is based on the philosophy of "reduce, reuse, recycle" with the aim of adapting supply chain activities to the environment. It all starts from the selection of environmentally friendly suppliers to the selection of raw materials and materials that can be recycled. While in the past, the main motive for the work of numerous companies around the world was profit, today it is sustainability and corporate social responsibility.
Simultaneously, artificial intelligence (AI) has emerged as a transformative force, revolutionizing supply chain management through data-driven decision-making, predictive analytics, and process automation. AI-powered technologies, such as machine learning, deep learning, blockchain, and the Internet of Things (IoT), are increasingly being leveraged to enhance the efficiency and sustainability of supply chain operations. By optimizing resource allocation, reducing waste, and improving forecasting accuracy, AI plays a crucial role in advancing GSCM objectives.

Despite the growing body of research on GSCM and AI, a comprehensive bibliometric analysis of their intersection remains limited. Understanding the key research trends, influential publications, and emerging themes in this domain is essential for both academics and practitioners seeking to drive innovation and sustainability in supply chain management. This study aims to fill this gap by conducting a bibliometric analysis of the literature on GSCM and AI, utilizing the Bibliometrix R package to examine research trends, co-authorship networks, and keyword co-occurrence patterns. The findings will provide valuable insights into how AI contributes to the advancement of green supply chains and identify potential areas for future research.

The structure of the paper is divided into five sections. After the introduction, an overview of the concept of green supply chain and the application of AI technology is provided, while the next section describes the methodology of the bibliometric analysis. The fourth section presents the results and discussion, and the fifth section presents key conclusions and directions for future research.

2. THEORETICAL BACKGROUND

Since the late 1980s and early 1990s, the concepts of supply chain management and environmental management have become key strategic approaches for achieving competitive advantage (Sarkis et al., 2011). However, their foundations can be traced back to the end of the 1960s, when the first ecological management systems began to be developed. Only in the mid-1990s did this research field become formalized and gain importance (Seuring & Müller, 2008). Since then, the number of scientific publications on this topic has grown exponentially, which indicates its increasing importance both for researchers and for business practice. This part of the paper will briefly present the theoretical background of papers on the topic of AI and GSCM in the period from 2020 to 2025.

Sustainable supply chain management has become a key area of research as companies strive to balance profitability with social responsibility and environmental protection. AI-based technologies offer the potential to optimize processes, reduce environmental impact and improve sustainability through tools such as predictive analytics, blockchain and IoT. AI enables companies to improve supply chain resilience and make better strategic decisions, while sustainability is gradually integrated into all phases of business (Zejjari & Benhayoun, 2024).

An article by Bag, Gupta, Kumar, and Sivarajah (2021) explores the role of technological dimensions of GSCM on firm performance. The authors analyze how technological innovations, such as automation technologies, digitization and advanced IT infrastructures, influence the implementation of GSCM practices and how these practices improve enterprise performance. Through detailed analysis, the paper shows that the integration of advanced technologies into green supply chain operations enables firms to reduce environmental impacts, improve efficiency, reduce costs, and improve product quality. The technological dimensions of GSCM are considered key to achieving competitive advantages and sustainable business growth. Research results indicate that technological innovations in GSCM practice are not only useful for sustainability, but also for increasing the profitability and competitiveness of companies in the market.

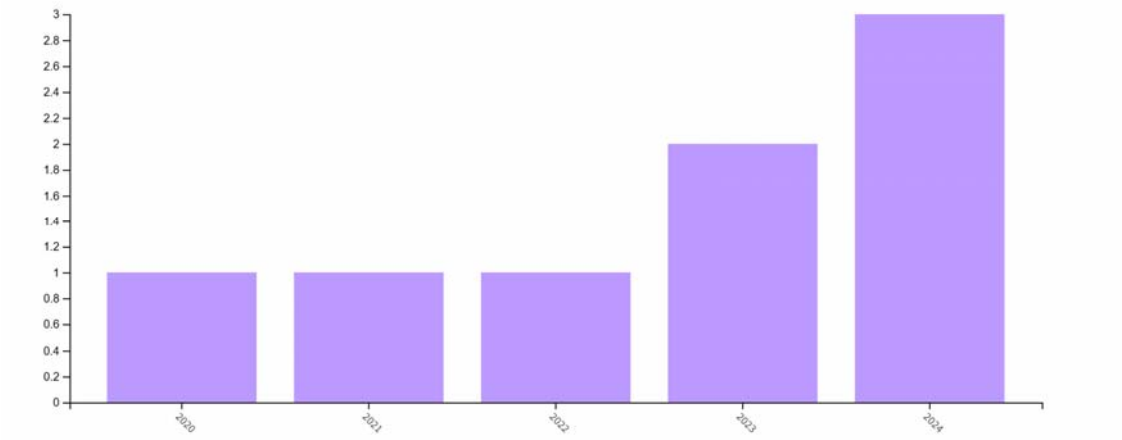
Furthermore, Zhang, Gao, and Luqman (2022) explore how GSCM contributes to corporate competitiveness during the COVID-19 pandemic, with a particular focus on the role of big data analytics. The authors state that companies that implemented GSCM practices were able to maintain competitive advantages during the challenging times of the pandemic. The use of big data analytics enabled the optimization of operations, improved predictive analysis, and resource management, allowing firms to remain flexible and resilient to market changes. The article concludes that the integration of sustainable practices and big data technologies helps businesses enhance their competitiveness even in uncertain conditions.

The study by Susithra, Vasantha, and Subramanian (2023) demonstrates that AI enables the optimization of key supply chain processes, including resource management, waste reduction, energy efficiency improvement, and real-time monitoring of environmental indicators. Technologies such as machine learning, big data analytics, and IoT facilitate informed decision-making that reduces negative environmental impacts. The study concludes that the integration of AI and GSCM practices not only contributes to environmental sustainability but also enhances companies' operational efficiency and competitiveness. Aljoghaiman and Mirzaliev (2024) emphasize that green supply chain processes play a crucial role in linking AI technologies with improved business performance, such as cost reduction, resource optimization, and lower environmental pressure. The findings show that the adoption of AI and digital technologies is directly linked to enhanced supply chain performance, while green processes enable these technologies to further contribute to sustainability and corporate competitiveness.

The latest research by Rashid et al. (2025) shows that the combination of big data analytics and AI technologies allows businesses to optimize their operations, improve efficiency, reduce costs, and enhance resource utilization. This is particularly important for companies in developing countries, where sustainability is becoming key to achieving competitive advantages in the global market. The use of green supply chain practices, such as carbon emission reduction, energy efficiency, and the use of renewable energy sources, enables firms not only to meet environmental standards but also to achieve greater profitability and social goals. Through the integration of IoT devices and sensors, smart monitoring and real-time product flow management are facilitated, increasing efficiency and reducing warehouse storage times (Raziq, El Khaili & Zamma, 2025).

Chang and Zhang (2024) analyze the application of AI and decision support systems (DSS) in green supply chain management. Their study highlights how AI-driven DSS can improve decision-making processes by optimizing resource allocation, reducing waste, and enhancing environmental sustainability throughout the supply chain. The authors emphasize the role of machine learning, big data analytics, and industrial IoT in enabling real-time monitoring and predictive analytics for supply chain operations. The findings suggest that integrating AI and DSS into GSCM increases efficiency, reduces costs, and improves compliance with sustainability regulations. The study concludes that AI-powered decision support systems are essential for fostering sustainable supply chain practices and achieving long-term environmental and economic benefits.

When it comes to a comprehensive literature review, the review of 191 articles by authors Seuring and Muller (2008) from 1994 to 2007, and Fahimnia, Sarkis, and Davarzani (2015) from 2014, are particularly noteworthy. However, a gap was observed in the bibliometric review of the literature on this topic in the period from 2020 to 2025. Regarding the bibliometric analysis on the topic of GSCM and AI, there are only a few papers recognized on the Web of Science Core Collection (WOS CC) scientific base in the period from 2020 to 2025 (Picture 1).



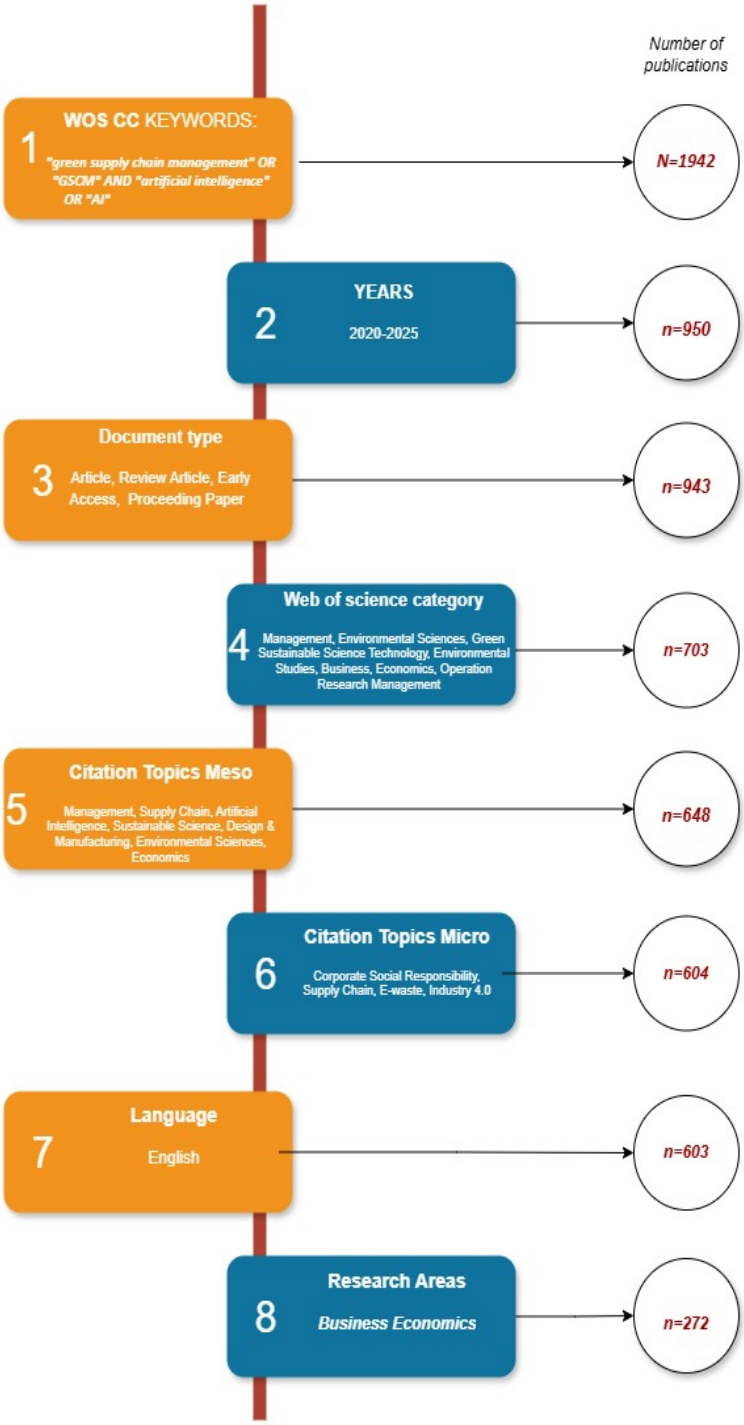
Picture 1: Search results analysis - bibliometric analysis GSCM and AI
Source: the author

These data represent the temporal distribution of scientific papers on the topic of GSCM and AI, analyzed by the bibliometric method. The largest number of papers was published in 2024 (3 papers, 33.33%), which indicates an increase in research focus on this topic. This trend may indicate the increasing application of AI in GSCM and the topicality of the topic in academic circles. With this in mind, this research conducted a bibliometric analysis to identify key trends, authors, publications and topic areas at the intersection of *Green Supply Chain Management (GSCM)* and *Artificial Intelligence (AI).* The analysis was performed using the Bibliometrix package in the R programming language, which enables quantitative examination of scientific literature and network visualization of research data.

3. RESEARCH METHODOLOGY

This research uses bibliometric analysis to study the relationship between GSCM and AI. The aim of the methodology is to provide a quantitative overview of existing scientific works, identify key trends, authors, citation networks and research directions in this area. The software tool Bibliometrix (R package) is used, which enables systematic analysis of large amounts of bibliographic data, network analysis and visualization of results (Derviş, 2019). Bibliometrix is a tool widely used in scientific studies to obtain quantitative insights into scientific publications and the connections between different subject areas. Aria and Cuccurullo (2017) present Bibliometrix, an R tool that enables complete scientific map analysis and provides a detailed overview of bibliometric data. The tool is designed to support researchers in the analysis and visualization of large bibliographic collections, as well as in the mapping of scientific flows and connections between different research areas. Through this analysis, users can identify key authors, papers, institutions, and subject areas, and can also explore citation networks and interrelationships between different research streams.

In order to get a comprehensive overview of the relationship between AI and GSCM, the WOS CC database was searched for the following keywords: ***"green supply chain management" OR "GSCM" AND "artificial intelligence" OR "AI".*** As part of the search, adequate filters were selected to make the research as representative as possible. These keywords enabled a search for relevant papers investigating the connection between sustainable supply chain management and the application of artificial intelligence. By using the *OR* operator, it is possible to search for works related to both terms, which expands the criteria for including all relevant research in this area (Picture 2).



Picture 2: Research framework
Source: the author

These filters were selected to ensure the high quality and relevance of the collected data, as well as to provide the most complete and accurate overview of existing research in this area. In this way, the collected works provide a solid basis for further bibliometric analysis, enabling a detailed analysis of thematic trends, main authors and institutions, as well as the identification of research gaps in connecting AI and GSCM. The total number of articles included in the bibliometric analysis in this paper is 272, in the period from 2020 to 2025.
This study aims to address the following research questions:

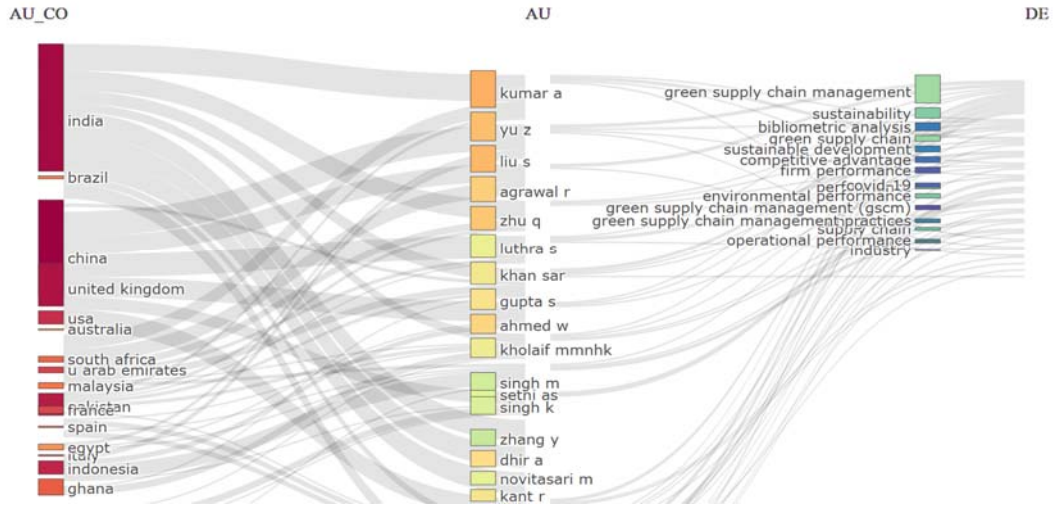
- What are the key thematic areas in AI and GSCM research in the period from 2020 to 2025?
- What is the future direction of research on AI and GSCM?

4. DISCUSSION OF FINDINGS

The completeness analysis of metadata for 272 documents indicates a high quality of available information. All key attributes, including author affiliation, authors, cited references, corresponding author, document type, journal, language, publication year, title, and total citations, have 0% missing data, categorizing them as "Excellent". Minor data gaps are observed in abstracts (0.37%), keywords (1.47%), DOI identifiers (3.31%), and Keywords Plus (4.04%), which are rated as "Good". These results suggest a high reliability of the dataset, with minimal deficiencies that should not significantly impact the accuracy of the bibliometric analysis.

4.1. Analysis of the authors

A Three-Field Plot is a bibliometric visualization technique that analyzes and displays the relationships between three different fields within a data set. In the context of this research on Artificial Intelligence (AI) and Green Supply Chain Management (GSCM), this chart identifies key relationships between: author, author country, and keywords the authors wrote about the most.



Picture 3: Three-Field Plot
Source: the author

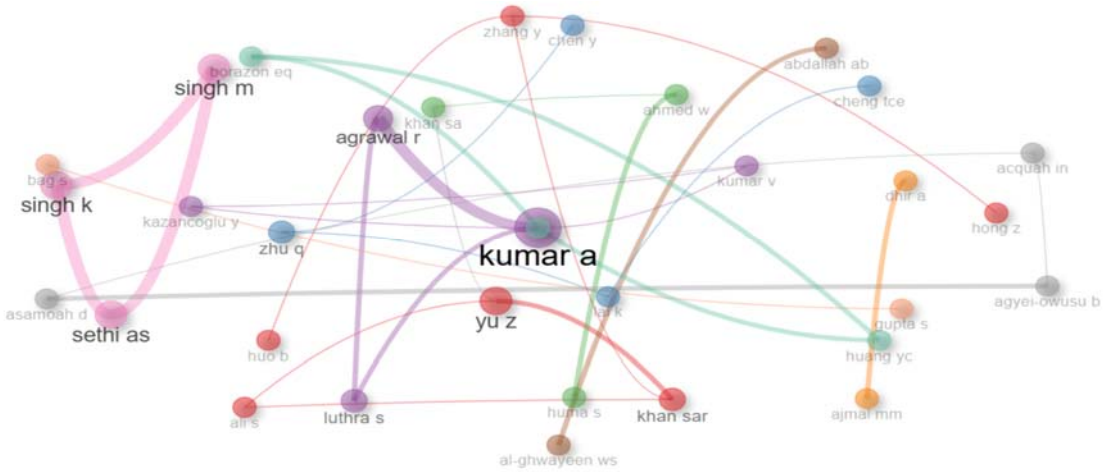
The Three-Field Plot is a visualization that illustrates the connections between three key elements: authors, their countries of origin, and the main topics they focus on in research related to AI and GSCM. The analysis results indicate that **India, China, the UK, and the USA** are the dominant countries where authors actively explore this subject. Their research focuses on **GSCM, sustainability, sustainable development, business and operational performance**, as well as the **impact of COVID-19** on supply chains. A particular emphasis is placed on the **application of AI in the industry**, with practical examples of GSCM implementation being analyzed. These findings highlight the global significance of the topic and the regional distribution of research.

The analysis of the most relevant authors in the field of artificial intelligence (AI) and green supply chain management (GSCM) research shows that **Kumar**, **Liu**, **Yu**, and **Zhu** are among the most productive, with the highest number of published papers. Their research covers various aspects of sustainable supply chain management, the application of AI technologies, and the optimization of business performance. In addition to them, significant contributions come from authors such as **Agrawal, Ahmed, Dhir, Gupta,** and **Kant**. Furthermore, there is a wide range of other researchers who have published two papers, indicating a growing interest in this topic within academic circles and an increasing diversity in geographic and institutional contributions.

One of the most cited papers in this sample is the work of Wang, Zhang, and Zhang (2020), which has been cited 197 times in the WOS database. This paper explores the relationship between corporate social responsibility (CSR), green supply chain management (GSCM), and firm performance, with the moderating role of big-data analytics capability. The research shows how CSR and GSCM can enhance business performance, and how the use of big-data analytics further amplifies this effect by enabling better optimization and decision-making. The paper by Lerman et al. (2022) explores how digital transformation affects green supply chain management (GSCM) performance through a smart GSCM approach. Analyzing data from 473 manufacturing companies, the authors examine both external (partner relationships) and internal (operations within the organization) GSCM activities. The results show that digital transformation directly influences green performance, particularly through activities such as green purchasing. However, the paper emphasizes that digital transformation alone is not sufficient to achieve the desired outcomes without an appropriate GSCM configuration that integrates both internal and external dimensions. This approach

highlights that managers need to combine digital transformation strategies, ecological relationships, and green operations to achieve better green performance in the supply chain.
The authors' collaboration network (Picture 4) provides insight into the relationships and centrality of authors based on their collaborative interactions. In this analysis, we observe the following:

- Central authors: Authors such as Yu, Khan, and Zhang are in Cluster 1 and have high values in the betweenness (15.000) and closeness (0.063) metrics, indicating that they play a central role in connecting other authors in the network. Their positions suggest they are key intermediaries, facilitating the flow of information between different parts of the network.
- Clusters and groupings: Authors are grouped into clusters based on their collaborative ties, and the high betweenness values of some authors indicate that they play an important role in linking other authors together. For example, authors in Cluster 1 have the highest betweenness values, while authors in Clusters 6, 7, 8, and 9 have lower values, suggesting less centrality in the collaboration network.
- Specific values: Authors like Dhir, Ajmal, and Abdallah in Clusters 5 and 6 have closeness and PageRank values of 1.000, meaning they are highly connected and have a significant impact within the context of their collaborations. However, their role as central intermediaries is not as prominent as that of authors in Clusters 1 and 4.

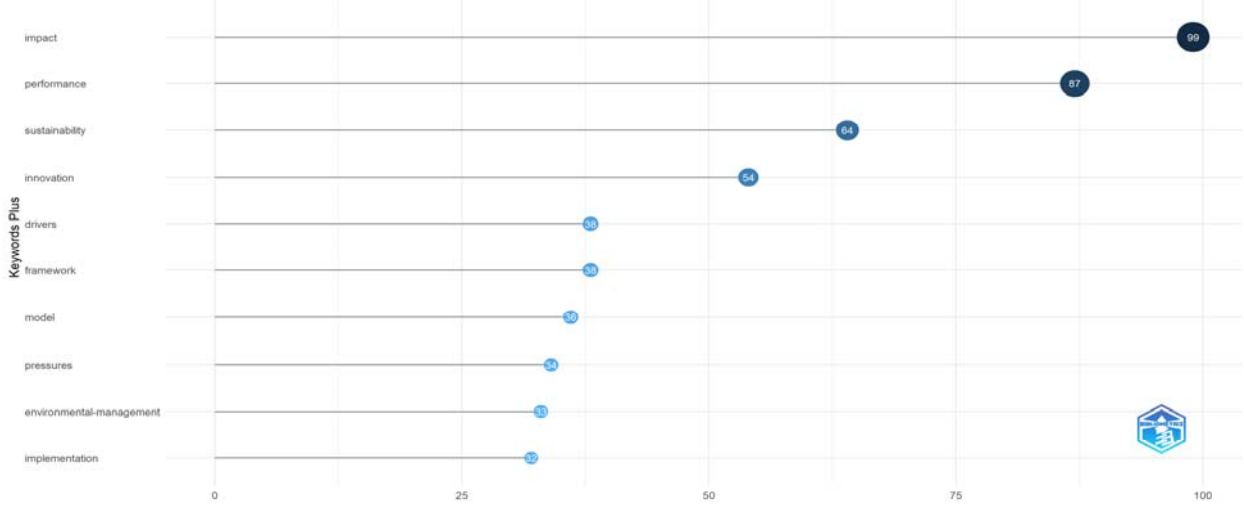


Picture 4: Collaboration Network
Source: the author

This network provides a detailed insight into the collaboration structure among authors, showing which authors play a key role in connecting and facilitating the exchange of information in their field of study.

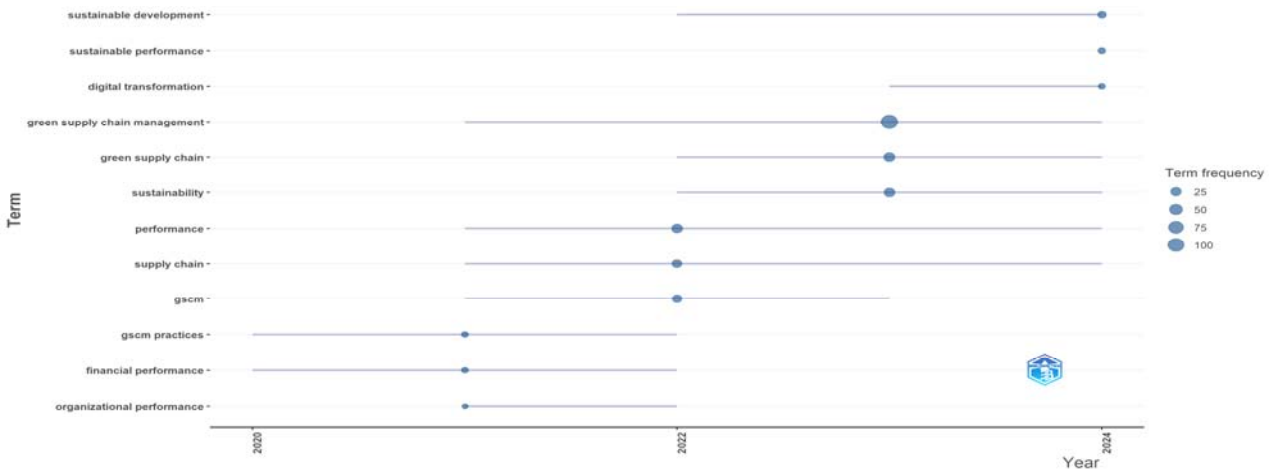
4.2. Keyword analysis

The analysis of the most frequent words in the dataset reveals key themes and areas of focus in the research related to green supply chain management (GSCM) and its relationship with sustainability (Picture 5).



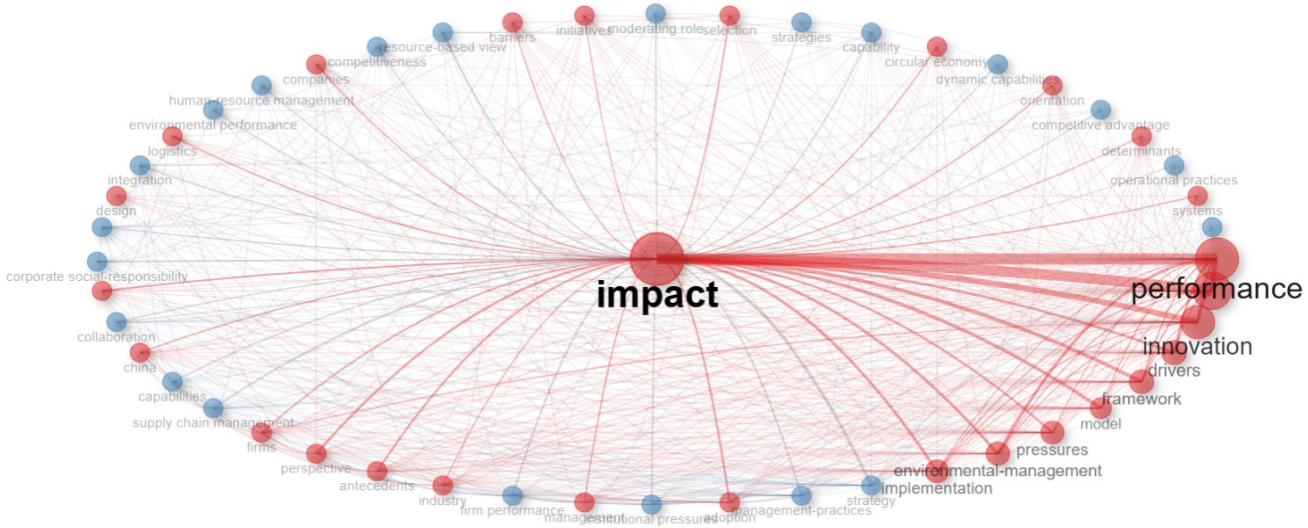
Picture 5: Most Frequent Words
Source: the author

Terms like "impact," "performance," and "sustainability" appear frequently, indicating that the primary concern of the research is evaluating the effects of GSCM practices on organizational outcomes and their role in driving sustainable business practices. Words such as "innovation," "drivers," and "framework" highlight the search for innovative solutions and theoretical models to guide the adoption of GSCM. The presence of terms like "environmental management," "adoption," and "institutional pressures" suggests that the implementation of GSCM is influenced by both internal organizational factors and external regulatory or market pressures. Furthermore, "collaboration" and "supply chain management" indicate the importance of partnerships and integrated strategies in achieving green objectives. Overall, the frequent words demonstrate a focus on the practical and strategic aspects of implementing green supply chain management in a sustainable and performance-driven manner.



Picture 6: Trend topics
Source: the author

The trend topics analysis reveals significant insights into the evolving focus of research in the field of green supply chain management (GSCM) and its related areas (Picture 6). The term "**green supply chain management**" stands out with the highest frequency of 111 occurrences, indicating its central role in contemporary research, especially from 2021 to 2024. Additionally, topics like **"financial performance," "organizational performance,"** and **"supply chain"** show a steady rise in their frequency from 2020 to 2024, reflecting the growing interest in understanding how GSCM practices impact overall business and supply chain performance. The consistent mentions of "**sustainability"** and "**sustainable performance"** suggest an increasing focus on achieving long-term environmental goals while maintaining operational effectiveness. Terms like **"digital transformation"** and **"sustainable development"** emerging in recent years (2023 and 2024) highlight the integration of modern technological advancements and sustainability efforts within the GSCM framework. The shift in focus from "**gscm practices"** and **"gscm"** to broader concepts like "green supply chain" and "sustainability" illustrates the expanding scope of research, transitioning from specific practices to overarching systems that encompass environmental, financial, and operational considerations. This shift underscores the increasing importance of sustainability-driven performance, especially in the context of digital transformation and sustainable development in supply chains.



Picture 7: Co-occurrence Network

Source: the author

The **Co-occurrence Network** is a visualization technique used to analyze relationships between terms that frequently appear together in a dataset. This particular network measures how often specific words (nodes) occur together and the significance of their connections based on various metrics (Picture 7). Analysis of the terms in the network reveals that key terms such as "impact," "performance," and "sustainability" are most strongly connected, with high values in the betweenness and PageRank metrics, indicating that they play a central role in linking other terms within the network. These terms have a strong influence on the breadth and depth of the research, especially "impact" and "performance," which are crucial for understanding the interconnection between various aspects of green supply chain management. On the other hand, terms such as "drivers" and "framework" have lower values compared to these key terms, suggesting that they are not as central but still significant for certain aspects of the research. Additionally, the closeness values indicate that the interactions between the terms are relatively evenly distributed, meaning that there is a high level of interconnectedness within the topic of green logistics.

4.3. Countries' Collaboration

The Countries' Collaboration World Map provides an overview of international collaborations between authors or researchers based on their affiliations with different countries. This dataset reveals the frequency and patterns of collaboration between countries, with a focus on how often collaborations occur. For instance, China has the highest frequency of collaborations with the United Kingdom (12 times), the USA (9 times), and Pakistan (5 times), indicating strong academic or research ties between these nations. Other notable collaborations include India with South Africa (6 times), and Pakistan with Malaysia (3 times). Some countries, such as the United States, the United Kingdom, and China, appear frequently across the dataset, suggesting their prominent role in global research collaborations. On the other hand, smaller collaborations between countries like Azerbaijan and Belarus are also present, showcasing the diversity of global academic partnerships. These collaboration patterns can help identify countries that are central to international research networks (Picture 8).

*The red lines represent the connection line between the two countries.

Picture 8: Countries' Collaboration World Map
Source: the author

CONLUSION

Managing green supply chains (GSCM) would be significantly less effective without the assistance of AI. AI enables optimization and efficiency, planing all activities, starting from production flow down to product distribution and return. AI helps reduce waste by optimizing inventory levels, thereby minimizing the need for overproduction and transportation, which in turn reduces the environmental impact. AI is also used to optimize transport routes, reducing transportation time, CO2 emissions, and fuel consumption by analyzing traffic data and weather conditions, as well as implementing more eco-friendly transportation methods, such as electric trucks. Furthermore, AI facilitates life cycle assessment (LCA), which helps organizations identify the environmental consequences of all production and distribution stages, allowing better decisions regarding sustainable materials and processes. Automation and robotic processes also play a significant role by improving efficiency in warehouses and production facilities, reducing unnecessary resource consumption and operational costs. Additionally, AI contributes to optimizing energy efficiency by analyzing real-time energy consumption and automatically adjusting systems to reduce usage. Through eco-design and innovations, AI aids in the development of more sustainable products, identifying ways to reduce the ecological footprint across all stages of their life cycle. Finally, AI supports strategic planning and decision-making by analyzing

vast amounts of data and providing recommendations for improving supply chain sustainability, enabling better management of environmental and economic challenges in business. Through all these processes, AI contributes not only to increased business efficiency but also to reducing the negative environmental impact, which is the key goal of green logistics and sustainable supply chain management.

The conclusion of this research paper is based on the analysis of various networks related to green supply chain management, author collaboration, and international cooperation among countries. Through the application of network analysis methods, the interconnection of key terms, the role of authors in collaboration, and international links between countries were explored. The analysis of term co-occurrence networks highlighted central terms such as "impact," "performance," and "sustainability," which play a key role in connecting other terms and spreading knowledge about green logistics. On the other hand, terms like "drivers" and "framework," though less central, still represent significant components of the research. The author collaboration network analysis revealed that authors such as Yu, Khan and Zhang play a central role in connecting other authors, while authors in different clusters had varying roles in the network. Some authors had a high influence through the betweenness metric, while others, although highly connected, had less influence on information dissemination. This analysis emphasizes the importance of collaboration and mutual connections among authors in the field of green logistics, as well as the significance of exchanging knowledge and experiences. Finally, the analysis of international collaboration among countries showed that countries like China, the United States, and the United Kingdom are key players in global cooperation, with numerous collaborative links enabling the spread and application of new ideas in green logistics. Through these analyses, it is clear that international and interdisciplinary collaboration plays a crucial role in accelerating innovation, knowledge exchange, and the implementation of sustainable solutions in a global environment.

The future direction of research on AI and GSCM will focus on integrating digital transformation with sustainability goals, leveraging AI to drive green supply chain optimization while minimizing environmental impacts. Research will shift towards creating holistic systems that encompass environmental, financial, and operational aspects, moving beyond specific practices to more comprehensive approaches to sustainable supply chains. AI will play a key role in enhancing performance metrics, automating processes, and enabling data-driven decision-making to achieve long-term sustainability. Additionally, AI will support innovation in circular supply chains, predictive analytics for risk management, and improving resilience in the face of global challenges, ultimately contributing to more efficient, adaptive, and sustainable supply chains.

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