

Conceptual model of the impact of public policies on industrial supply chains

Modelo conceptual del impacto de las políticas públicas en las cadenas de suministro industriales

Bocanegra-Villegas, Laura Valentina ^a, Sánchez-Ramírez, Cuauhtemoc ^{*b} and Alor-Hernández, Giner ^c

^a ROR Instituto Tecnológico de Orizaba • HGB-5499-2022 • ID 0000-0001-6452-5269

^b ROR Instituto Tecnológico de Orizaba • F-9267-2010 • ID 0000-0002-0344-1966

^c ROR Instituto Tecnológico de Orizaba • U-9203-2017 • ID 0000-0003-3296-0981

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* ✉ csanchezr@ito-depi.edu.mx

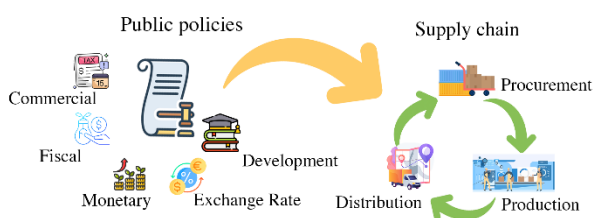


Abstract

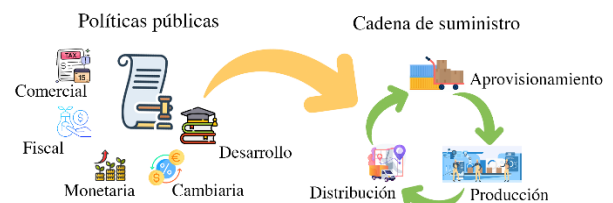
Industrial supply chains are highly susceptible to public policy decisions; however, there remains a significant gap in understanding how these policies affect supply chain performance. This article presents a conceptual model designed to capture the dynamics of complex interactions between public policies and industrial supply chains. The conceptual model identifies five categories of public policies that influence supply chain performance: trade, fiscal, monetary, exchange rate, and development policies. These policies are linked through 21 key variables organized into seven areas. As a result, the main key variables identified are tariffs, procurement, production, and distribution. The model represents the first phase of a broader project aimed at providing a tool to simulate how public policies impact supply chain performance via system dynamics.

Resumen

Las cadenas de suministro industriales son susceptibles de las decisiones de las políticas públicas; sin embargo, existe una brecha significativa en la comprensión holística de cómo estas políticas afectan el desempeño de las cadenas. Este artículo presenta un modelo conceptual que puede utilizarse para comprender la dinámica de las interacciones complejas entre políticas públicas y cadenas de suministro industriales. El modelo conceptual identifica cinco categorías de políticas públicas que afectan el desempeño de las cadenas de suministro industriales: políticas comerciales, fiscales, monetarias, cambiarias y de desarrollo. Estas políticas se relacionan a través de 21 variables clave organizadas en siete áreas. Como resultado, se identifica que las principales variables clave son: aranceles, aprovisionamiento, producción y distribución. El modelo es la primera fase de un proyecto que busca proporcionar una herramienta para simular cómo las políticas afectan el desempeño de las cadenas de suministro con dinámica de sistemas.



Public Policies, Supply Chain, System Dynamics



Políticas Públicas, Cadena de Suministro, Dinámica de Sistemas

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Introduction

Supply chains facilitate the efficient flow of goods, services, and information across geographical and organizational boundaries, connecting suppliers, manufacturers, distributors, and end consumers and enabling companies to leverage the advantages of specialization, operational efficiency, and economies of scale on a global scale [Cruz, 2022; Fagan, 2024]. However, this same integration has introduced new vulnerabilities and dependencies, making supply chains highly sensitive to external disturbances, such as public policy decisions [Fagan, 2024; Pattanaik, 2023], which directly impact trade flows and create a domino effect throughout the supply chain [Feng et al., 2022].

An example of this is government decisions on tariffs, tax incentives, monetary policies, trade regulations, and technology development programs that can alter the configuration and operation of supply chains [Bednarski et al., 2025].

Specifically, tariffs are a government tax on goods imported or exported from a country [Hu et al., 2022]; they are a tool of trade policy with implications that extend beyond their direct impact on import prices [Rogers et al., 2024]. Recent empirical evidence shows that tariff measures can lead to massive reorganizations of supply chains, including the geographical relocation of production [nearshoring and reshoring] [Swenson, 2024], supplier diversification [Grossman et al., 2024], and the reconfiguration of logistics routes [Jahan & Al-Harbi, 2024].

These transformations, in turn, generate secondary effects on variables such as employment [Lepelle & Edwards, 2024], technological innovation [Zhao et al., 2024], production costs [Rogers et al., 2024] and national competitiveness [Deme & Mahmoud, 2025].

Monetary policies influence interest and exchange rates, thereby affecting investment and financing decisions along supply chains [Hernández et al., 2024]. Similarly, tax incentives and industrial development policies can change productive specialization patterns and regional competitive advantages [Kang et al., 2023].

Despite these critical interactions, traditional analytical frameworks have important limits. They often fail to reveal the systemic effects of economic policies on supply chains [Wigger, 2024]. Common approaches take a partial equilibrium perspective and focus on direct, short-term effects. They usually miss dynamic feedback, nonlinear effects, and emergent behaviors typical of these complex systems.

One methodology for analyzing complex systems is system dynamics, which was developed by Jay Forrester at the Massachusetts Institute of Technology [MIT] in the 1950s. It is based on systems thinking and provides conceptual and technical tools for modeling, simulating, and understanding the behavior of complex systems characterized by multiple interrelated variables, feedback loops, and nonlinear behavior [De Silva et al., 2024; Forrester, 1968].

The application of system dynamics to supply chain analysis has, as a result, demonstrated its ability to capture phenomena that escape traditional approaches, such as the effect of amplifying demand variability along the chain and the dynamics of accumulation and inventories over time [Azizsafaei et al., 2022; Duan et al., 2023; Guzzo et al., 2022; Vázquez-Serrano & Peimbert-García, 2020].

The methodology allows the integration of variables across different levels of aggregation [from operational decisions to macroeconomic indicators] and time horizons [from immediate responses to long-term structural transformations] [Paine, 2022; Zanker & Bureš, 2022]. This capacity for integration is fundamental to understanding how economic policies, which are typically formulated at the macro level, translate into specific effects at the level of individual companies and particular supply chains.

For the above reasons, a conceptual model using systems dynamics is designed to analyze and understand the systemic impact of public policies on industrial supply chains, identifying causal relationships, feedback loops, and dynamic behavior patterns that emerge from these complex interactions.

Methodology

The research adopts a mixed-methods approach that combines a systematic literature review conducted with the PRISMA 2020 protocol [Preferred Reporting Items for Systematic reviews and Meta-Analyses] [Page et al., 2022] with the development of a conceptual model under the systems dynamics methodology [Forrester, 1968]. This approach allows the integration of theoretical and empirical evidence from multiple sources to develop a robust conceptual model.

Following the PRISMA 2020 guidelines, the research question was established as follows: which public policies have been identified as critical determinants of supply chain performance? What are the key variables that reflect the effects of public policies across supply chains?

Searches were conducted in Scopus [Elsevier], Web of Science [Clarivate Analytics], ProQuest Business Collection, EBSCOhost Business Source Premier, ScienceDirect, and Emerald Insight for articles published in the last 20 years [2005–2025] to capture both established theoretical developments and emerging trends in the field. The search equation [["economic policy" OR "fiscal policy" OR "monetary policy" OR "trade policy" OR "tariff" OR "tax incentive" OR "government intervention" OR "public policy"] AND ["supply chain" OR "global supply network"] AND ["impact" OR "effect" OR "influence" OR "causal" OR "dynamic" OR "system" OR "model" OR "framework"]] was used in the title and keywords. Filters such as those published in English and Spanish were applied.

The following were also considered inclusion criteria:

- Studies examining causal relationships between economic policies and supply chain variables
- Research using conceptual frameworks or theoretical models to explain these relationships
- Quantitative or qualitative empirical studies with evidence on policy effects
- Research incorporating a systems perspective or dynamic approaches
- Publications in indexed journals with a peer-review process.

Exclusion criteria:

- Studies focused exclusively on operational optimization without policy considerations
- Single-case studies without theoretical generalization
- Opinion pieces or editorials without empirical support
- Studies with identified significant methodological limitations
- Duplicates.

A systematic search of six specialized academic databases yielded 1,247 records potentially relevant to answering the research questions.

Following the PRISMA 2020 protocol, a rigorous selection process was implemented in four sequential stages, which are detailed in Figure 1.

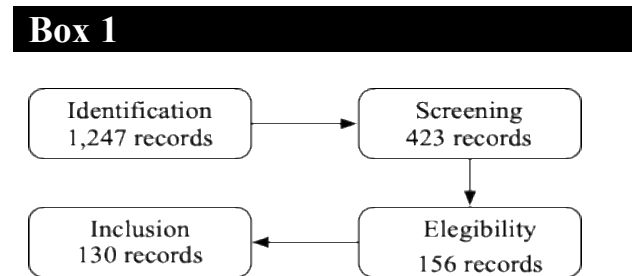


Figure 1

PRISMA flowchart of the study selection process for systematic review

Source The Authors

During the screening phase, the titles and abstracts of all identified records were evaluated via preliminary inclusion and exclusion criteria. This process resulted in the selection of 423 studies for further evaluation, excluding 824 records that were outside the thematic scope or did not meet the basic relevance criteria. The eligibility assessment involved a full-text review of the 156 preselected studies for potential inclusion in the synthesis.

At this stage, more specific criteria related to methodological quality, thematic relevance, and the availability of information pertinent to the research questions were applied. As a result, only 130 studies met all the criteria established in the protocol during the inclusion phase. These studies constitute the empirical basis for identifying critical public policies and key variables for studying their effects on supply chains.

The 130 included studies cover the period 2005–2025, with 65% concentrated in the last decade [2015–2025], reflecting the growing interest in the intersection between public policy and supply chain management.

The countries with the highest numbers of documents are China [32.62%], the United States [19.25%], and the United Kingdom [9.15%]. Other relevant countries include India [7.63%], Iran [4.69%], Australia [4.50%], Canada [4.03%], France [3.71%], and Italy [3.60%].

The key variables were identified using criteria of frequency [mentioned in at least 25% of the selected studies], theoretical centrality [acting as connecting nodes in multiple relationships], and causal relevance [variables with solid theoretical support and significant empirical evidence].

Stella Architect® version 3.8.1 was used for the construction, visualization, and analysis of the causal loop diagram. Additionally, cycle-detection algorithms for directed graphs were used to systematically identify all the feedback loops in the diagram [Rajah & Kopainsky, 2025]. Each variable exhibits positive [+] or negative [-] polarity in its causal relationships.

In a positive polarity relationship, if variable A increases, then variable B also increases; if A decreases, then B also decreases. Conversely, in a negative polarity relationship, if A increases, then B decreases; if A decreases, then B increases. Loops form when there is at least one chain of three or more variables that sequentially influence each other. Two types are identified according to their systemic behavior: first, reinforcing loops [R], which amplify system tendencies, generating exponential growth or decline; second, balancing loops [B], which counteract changes and seek to stabilize the system toward a point of equilibrium [Forrester, 1968].

Finally, whether the identified variables and causal relationships are consistent and congruent with the system dynamics was reviewed via tests of loop polarity consistency to verify that balance loops have an even number of negative relationships, completeness tests to ensure that all key variables are connected, and parsimony tests to eliminate redundant relationships [Gori et al., 2024].

Results

The analysis of the 130 included articles identified five public policies that impact supply chains, as summarized in Table 1. Each entry includes the percentage of studies in which the policy was identified [%E], the variable to be included, and the objective.

Box 2

Table 1

Categorization of identified policies

Policy - [%E]	Variable	Objective
Commercial 89%	Tariffs, Protectionist Policies	Domestic Industry Protection, Commercial Regulation
Fiscal 74%	Fiscal Incentives	Stimulation of Sectoral Economic Activity
Monetary 67%	Interest Rate	Inflation Control, Macroeconomic Stability
Exchange rate 71%	Exchange Rate	International Competitiveness
Development 58%	Educational Programs	Development of Qualified Human Capital and Innovation

Trade policies have the greatest documented impact on supply chains. These policies have immediate effects on import flows, medium-term effects on supplier reconfiguration, and long-term effects on the geographic location of production.

The literature shows that these policies generate complex systemic effects, including both the protection of domestic industries and negative externalities in sectors dependent on imported inputs [Nguyen & Dang, 2024; Suhaime et al., 2024].

Sector-specific tax incentives [R&D, exports, technology investment] act as catalysts for supply chain reconfiguration, influencing location, investment, and vertical integration decisions [Nguyen & Dang, 2024].

Fluctuations in interest rates affect working capital costs, reduce investment in supply chain improvements and innovations, as well as long-term investments, and impact consumer demand [Zhi et al., 2024].

Exchange rate policies [identified in 71% of the studies] introduce volatility and uncertainty that can affect prices, cost structures, and overall financial performance, thereby impacting export competitiveness, import costs, and procurement decisions [Ersahin et al., 2024; Li & Cheng, 2024].

Development policies [identified in 58% of the studies] align academic outcomes with industry needs, thereby improving graduate employability and contributing to economic growth, fostering partnerships between academia and industry, and incorporating innovative teaching methods [Austin & Malka, 2023; Daigle et al., 2025].

The content analysis of the selected articles identified twenty-one key variables; Appendix 1 shows the cause-and-effect relationships. These variables were organized into seven areas: supply chain [production costs, procurement, production, distribution], trade [tariffs, foreign trade, imports, exports], investment [new markets, innovation and technology, innovative strategies, country competitiveness, foreign direct investment], macroeconomics [inflation, exchange rate, interest rate, economy, domestic consumption, employment], and public policies [tax incentives, educational programs]. A total of 502 loops were identified; one balancing loop and one feedback loop were selected to describe the causal relationships between them. Under the principle of Methodological Parsimony, including all loops violates this principle.

Loop B5 [Figure 2] captures the regulation of trade competitiveness through the dynamic interactions among tariffs, production costs, exports, and foreign trade. Counteracting the destabilizing effects of tariff policies, when higher tariffs are implemented [+], they initially generate a reduction in imports that contributes to improving the foreign trade balance [+]. However, these tariffs simultaneously increase the production costs [+] of companies that depend on imported inputs, which deteriorates their international competitiveness, reduces exports [-], and creates a compensatory effect that attempts to improve foreign trade [-].

This limits the effectiveness of tariff policies and pushes the system toward an equilibrium in which trade protection is balanced with the need to maintain international competitiveness, explaining why economies tend to find "optimal" tariff levels that balance these opposing effects rather than adopting extreme positions of free trade or absolute protectionism.

Box 3

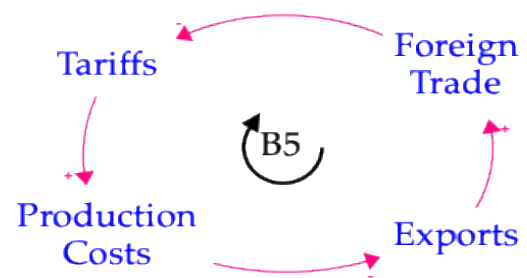
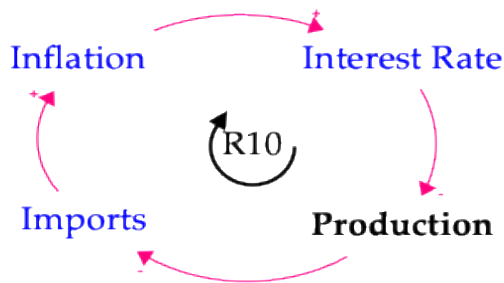


Figure 2

The R10 loop [Figure 3] illustrates the tension between monetary policy, inflation control, and economic stimulus, operating through a cycle that connects interest rate decisions with production and import dynamics. Restrictive monetary policies trigger a sequence of effects that eventually lead to their relaxation.

When monetary authorities raise interest rates [-] to control inflationary pressures, they improve competitiveness and reduce production costs, thereby stimulating productive activity [+]. This production growth generates greater demand for imported inputs [+], especially in globally integrated economies where supply chains depend on external components, creating pressures on the trade balance and the exchange rate that eventually induce a reduction in inflation [-], which again leads to a reduction in interest rates [-] to maintain competitiveness.

Successful restrictive monetary policies [which manage to control inflation] create the conditions for their own relaxation by stimulating productive growth and import demand, illustrating how open economies face a permanent challenge between price stability, productive growth and external equilibrium, where the effectiveness of a contractionary monetary policy generates endogenous dynamics that eventually push toward its reversal, explaining the recurring cycles of monetary tightening and relaxation observed in modern economies.

Box 4**Figure 3**

Loop R10: interest rate, inflation, production, imports

Source The Authors

Conclusions

This research develops a conceptual model that reflects the systemic and complex nature of interactions between public policies and industrial supply chains, providing evidence for causal mechanisms that transcend traditional sectoral analysis.

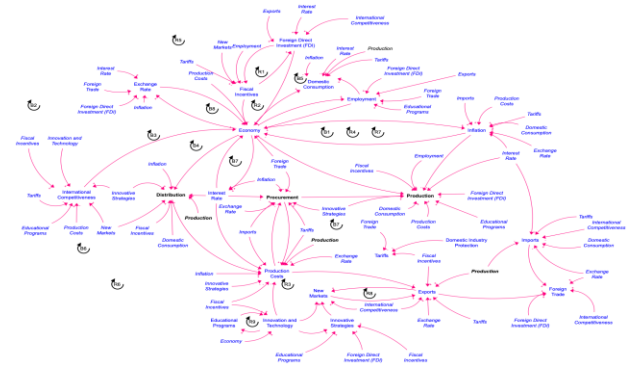
The resulting conceptual model, constructed from the synthesis of 130 articles selected via the PRISMA 2020 protocol, identified five policy categories most frequently referenced in the literature. These policies operate through twenty-one key variables in the conceptual model, developed with a systemic perspective that captures dynamic interdependencies. This confirms that industrial supply chains function as complex systems derived from the interactions among their components rather than from individual characteristics.

Multiple feedback loops that generate nonlinear systemic behaviors have been identified. Detailed analysis of specific loops, such as Loop B5 [protectionist policies where tariffs simultaneously protect industries and erode export competitiveness] and Loop R10 [which shows how successful restrictive monetary policies create conditions for their own relaxation], demonstrates that economic systems contain endogenous self-regulating mechanisms that limit the effectiveness of extreme interventions and push them toward complex dynamic equilibria.

The model captures key variables for the industrial sector, including targeted policies, to understand sector dynamics.

Future work includes developing simulation models that incorporate the causal mechanisms identified in the conceptual model and enable scenario simulation and quantitative sensitivity analysis.

Future work should also include extending the model to an international comparative analysis that examines how differences in institutional contexts, levels of economic development, and degrees of international integration modify the identified causal relationships.

Annexes**Annexes 1****Declarations****Conflict of interest**

The authors declare that they have no conflicts of interest. They have no known competing financial interests or personal relationships that could have appeared to influence the article reported in this article.

Author Contributions

Bocanegra-Villegas, Laura Valentina: The author contributed to the writing, project conceptualization, and research development of the manuscript.

Sánchez-Ramírez, Cuauhtemoc: The author contributed to institutional coordination, validation of results, and the final correction and editing of the manuscript.

Alor-Hernández, Giner: The author contributed to institutional coordination, validation of results, and the final correction and editing of the manuscript.

Availability of data and materials

Available upon request from the author.

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Abbreviations

PRISMA 2020	Preferred Reporting Items for Systematic Reviews and Meta-Analyses.
%E	Percentage of Studies in Which the Public Policy Was Identified

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