Gartner
SUPPLY CHAIN SYMPOSIUM | Xpo™

18 – 20 May 2026
Barcelona, Spain

2026 Executive Summary

Do you feel empowered to renew, rethink, and recode supply chains for the autonomous era?

We look forward to working with you as lead into the future with practical strategies across leadership, technology and AI, talent, and operational excellence; drive transformation and innovation so you can act as a true business leader contributing to enterprise strategy; and stay current — separating hype from reality — as disruption and advancing technologies accelerate.

We hope to see you at Gartner Supply Chain Symposium/Xpo 2027!

Fareen Mehrzai,
Conference Chair and Sr Director Analyst, Gartner

Top takeaways

1

Prepare your CEO and enterprise for an autonomous supply chain

Determine how autonomous you want to be, which use cases speak to your challenges, and which gaps have yet to be closed; reflect on how to switch to an autonomous operating model, how to prepare your teams, and who to engage on your C-suite; and workshop your roadmap, align strategy with your C-suite, and sell the investment to your CEO and Board. Reimagine work by focusing AI deployment on problems to solve, reshape the workforce by redesigning roles for creative friction, and rewire partnerships by building relationships to establish trust.

"Autonomy is the new supply chain advantage. Companies must build for lights-out, agile cadence, and machine customers...or fall behind."

Steve Daugherty,
VP Analyst, Gartner

2

Scale AI-native supply chains and build future adaptability

Be an assertive advocate and make use of the coming years to become AI-ready with your data, partners, and people. Continue to unlock cost and growth (enabled in new ways), so your organization can fully benefit in the next decade. To stay competitive, you must leverage AI as a catalyst while demonstrating ROI by making meaningful shifts in data management, human talent, and defining success.

"Artificial Intelligence is now at the center of geopolitics."

Atul Dighe,
VP Analyst, Gartner

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2026 Executive Summary (continued)

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Top takeaways

3 Develop versatile talent to unlock more supply chain value

Evolve from value seeker to AI-native visionary, from consensus builder to cost advocate, and from optimizer to growth enabler. Embrace a new era of organization: envision human-AI networks; reset asset ownership, leadership, functional alignment, and the role of supply chain; and act through baseline execution, mindful orchestration, teams to drive change, and AI governance.

"AI doesn't reduce the need for managers — it redefines their job."

Danielle Torgerson,
Sr Principal Analyst, Gartner

4 Embed resilience thinking and soften supply chain shocks

Start by prioritizing revenue and assessing your current state of resilience, setting you up to create alignment on revenue prioritization, quantify trade-offs, and convene a risk council. Ask yourself what current crises or priorities are motivating action to address constrained resources, what longer-term constraints should and could be addressed by designing solutions, and how you can leverage waste as a value-based asset to enhance constrained supply.

"Risks only threaten what you value. If you don't know what you value, you cannot align on what risks to prioritize."

Suzie Petrusic,
VP Analyst, Gartner

5 Use supply chain levers to accelerate profitable growth

To increase CSCO effectiveness, seek to understand the expectations of peers and leaders, take initiative to understand your technology strategy while showcasing growth contributions, and elevate your communication skills by using concise language and storytelling. Prepare for agentic commerce by improving the quality of your fulfillment offer, matching agentic commerce participation with high-quality execution, increasing your investment in monitoring fulfillment quality data signals, and partnering with your merchandising team to inform your profitable participation.

"Objectives to reduce inventory or cost do not drive inspiration or alignment."

Marko Pukkila,
VP, Team Manager, Gartner

6 End operational silos - supply chain ecosystems frame the future

Start a conversation with your CIO and socialize the convergence metaphor to help infuse a new mindset within your teams. Identify a few pivot-critical value streams, pressure test the backup options, and choose one switch to measure. Over the next few months, pilot a fusion team and select an initiative to drive this new model forward. Baseline time-to-pivot for one critical switch, diagnose what slows it down, and put one warm option in place. In the coming year, converge your KPIs with IT to establish integrated metrics focused on business value. Run one end-to-end pivot test, align incentives to switch readiness, and make time-to-pivot a management metric.

"Orchestration is about overcoming operational friction, so the first thing you need to do is identify where that friction exists."

Caleb Thomson,
Sr Director Analyst, Gartner

Save the Date!

Take a look at our calendar to explore the range of conferences we hold to find those most relevant to you and your business.

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