

# Gartner Supply Chain Top 25 for 2023

Actionable insight to unleash the power of supply chain

25

Gartner®

# Superior supply chains deliver on the business's purpose

They don't just push products; they understand customer value, invest in demand management and promote innovation against ESG. The **Gartner Supply Chain Top 25** is a renowned annual ranking of the world's superior supply chains. From financial and corporate social responsibility data and community opinion, we identify, celebrate and profile companies demonstrating excellence in supply chain management. Clients use the peer benchmarks to make the business case for supply chain transformation and the best practices to accelerate supply chain performance.



# Key Trends Among This Year's Supply Chain Leaders

## Identify and seize new opportunities



The Gartner Supply Chain Top 25 leverage relationships, technology and new service models to retain and grow revenue with customers. They also develop supply chain risk management to help recover from and mitigate supply chain disruptions.

Future supply chain success requires investment in supply chain capabilities that strengthen the company against competitors. An antifragile strategy allows you to elevate the role of supply chain within the business while remaining resilient.

→ [Download our customer loyalty report to diagnose, prioritize and monetize customer needs.](#)

## Drive collective progress



A supply chain management approach that relies on many-to-many ecosystems (not one-to-many networks) helps the top supply chain companies accelerate progress on ESG initiatives such as:

- Net zero emission: Provide suppliers with training and incentives.
- Regenerative supply chain: Collaborate with downstream supply chains and even traditional business competitors to define standards and build solutions.
- Living wages: Partner with both NGOs and governments to raise awareness.

→ [Download Gartner research on reducing the rate of global supply chain risk events you experience.](#)

## Transform how organizations work



Supply chain leaders are accelerating cultural transformation and innovation through the creative intersection of people and technology.

- Transform and enhance the technology used to interact with customers to synchronize daily operations and planning. Embed teams in customer organizations for joint innovation and problem solving.
- Use technology to alter the ways employees approach their jobs. Digital solutions allow workers to maintain awareness of their environment, boost productivity and drive innovation and collaboration with others.

→ [Download Gartner's strategic planning guidance to run a gap analysis on key supply chain capabilities.](#)

# Gartner Supply Chain Top 25 for 2023

01

**Schneider  
Electric**

02

**Cisco  
Systems**

03

**Colgate-  
Palmolive**

04

**Johnson &  
Johnson**

05

**PepsiCo**

06

**Pfizer**

07

**Microsoft**

08

**Lenovo**

09

**Walmart**

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**L'Oréal**

- 11 The Coca-Cola Company
- 12 Diageo
- 13 Inditex
- 14 Tesla
- 15 Siemens

- 16 Intel
- 17 Nestlé
- 18 AstraZeneca
- 19 Dell Technologies
- 20 McDonald's

- 21 HP Inc.
- 22 AB InBev
- 23 Alibaba
- 24 GlaxoSmithKline
- 25 Dow

Turn the page to read profiles of the companies ranked 1 – 10. Clients may read additional profiles (the companies ranked 11 – 25) at [gartner.com](https://gartner.com). See the Gartner Supply Chain Top 25 most relevant to your geography or industry at [gartner.com/en/supply-chain-top-25](https://gartner.com/en/supply-chain-top-25).

01

## Schneider Electric



As a part of The Zero Carbon Project, Schneider and its suppliers defined a roadmap for reducing carbon emissions. Schneider also provided training, resources, guidance and implementation support, including a digital community for project participants to share best practices.



By the end of 2022, Schneider's suppliers had collectively achieved a 10% reduction in carbon emissions, critical to accelerating progress on Schneider's own supply chain carbon footprint.



Schneider continues building on its STRIVE program (Sustainable, Trusted, Resilient, Intelligent, Velocity and Efficiency) to drive transformational change.

02

## Cisco Systems



In response to the current semiconductor shortage, Cisco is prioritizing capability development that closes critical operational gaps.



Leveraging scenario planning, the supply chain organization at Cisco has built playbooks designed to protect the business against risk in an increasingly volatile environment.



These new capabilities and playbooks cover multiyear forecasting, planning at a component level, supplier qualification, risk buy management and other key initiatives that help drive revenue, income and margin growth at Cisco.

03

## Colgate-Palmolive



Colgate-Palmolive's supply chain strategy prioritizes environmental sustainability and community well-being.



To build agility in a dynamic global environment, Colgate-Palmolive applies end-to-end supply chain segmentation in modular designs and new technologies.



Colgate-Palmolive has partnered with the National Aeronautics and Space Administration (NASA) to explore consumer products and well-being solutions for astronauts. Colgate-Palmolive products will be tested in the International Space Station as a potential path to new innovations.

04

## Johnson & Johnson



Johnson & Johnson continues to demonstrate leadership in evolving and advancing products and solutions for customers in their diversified portfolio of pharmaceutical, medtech and consumer sectors.



To advance its ability to make real-time decisions from real-time data, Johnson & Johnson's supply chain team scaled the digital control tower end to end.



To ensure continuity across the supply chain, Johnson & Johnson's supply chain team built a supply chain resilience dashboard, and established a control tower to track and trace cold chain products in real time.

05

## PepsiCo



To reduce production downtime, PepsiCo employs digital twins and AI in manufacturing to capture the real-time data needed to anticipate and resolve problems.



To support and increase collaboration with retail partners, PepsiCo (with Pevviz) developed a suite of digital tools, including POS dashboards and real-time shelf scanning for stock status.



PepsiCo is also deepening collaboration with suppliers, industry peers, software and robotics startups, and within agriculture. Several collaborations are aimed at regenerative agriculture principles designed to drive a more secure and sustainable food supply.

06

## Pfizer



Pfizer took supply chain lessons from their global response to the COVID-19 pandemic and applied them to their portfolio of products to advance go-to-market strategies and cost-to-serve solutions.



Pfizer demonstrates industry innovation through Accord for a Healthier World, an initiative focused on closing the health equity gap that persists between wealthy nations and many lower-income countries.



Pfizer's supply chain pilot in Rwanda is being rolled out to 45 countries. The solution provides antibiotics and other preventions and treatments to people impacted by deadly infectious diseases, certain cancers and rare and inflammatory diseases.

07

## Microsoft



When it comes to supply chain innovation and transformation, Microsoft is focused on generating actionable insights about the end-to-end supply chain, enabling fast-turn decision making and embedding resiliency in operations.



Microsoft's development of a sentient supply chain that enables end-to-end, real-time visibility was recognized as the **supply chain breakthrough of 2023 by the Gartner Power of the Profession™ Supply Chain Awards**.



Redefining work and driving ESG progress remain ongoing priorities and areas of investment for Microsoft's supply chain organization.

08

## Lenovo



Lenovo's supply chain organization successfully balances lean operations with investment in agility.



The supply chain team at Lenovo is focused on organizing for better customer experience. This includes showcasing manufacturing capability to drive revenue growth and partnering with design to drive innovation.



Lenovo's Supply Chain Intelligence Framework continues to evolve, leveraging AI to provide analytics and optimization solutions across 10 different areas, including demand forecasting, operations risk sensing and packaging optimization.



09

## Walmart



Walmart is driving initiatives with consequence for the entire retail industry and accelerating impact on the wider ecosystem — e.g., the implementation of RFID chips across the supply chain.



Walmart recently announced large-scale investment in network automation across its distribution centers, supported by a push for RFID beyond apparel.



Sam's Club, a Walmart subsidiary, is looking to build on recent e-commerce sales growth by expanding its supply chain network, accelerating order fulfillment and reducing shipping cost.

10

## L'Oréal



L'Oréal transformed its fulfillment and factory strategies to create automated, demand-driven distribution centers that offer a wide range of value-added services.



L'Oréal reached 92% of its 2030 goal for all ingredients and packaging to be biobased and traceable to sustainable sources.



The supply chain organization at L'Oréal continues to invest in analytics to enable real-time decision execution, as well as in supplier engagement and collaboration across the supply chain ecosystem.

# Supply Chain Masters lead the way

Masters have attained top-five composite scores in the Gartner Supply Chain Top 25 for at least seven out of the last 10 years (2013 – 2023).

## Amazon

- Maintains an enduring focus on ESG. Notably: A new same-day site in California promises to be the world's first zero carbon operation certified by the International Living Future Institute (ILFI).
- Continues to increase the portion of product sold on Amazon.com via third-party marketplace.
- Reduced organizational redundancies and consolidated technology.

## Apple

- Remains focused on diversification and resilience of the supply chain.
- Continues to make improvements in ESG. Notably: 30% more clean energy used in one year; 200+ suppliers committed to reducing 1 million metric tons of carbon by 2025.
- Mitigated risk through organizational restructuring.

## P&G


- Demonstrates commitment to digital transformation, portfolio productivity and operational excellence through deliberate segmentation and rigorous governance.
- Fosters internal innovation by formally recognizing individual and team contributions to ESG goals.
- P&G's equity and inclusion initiative at its Goa plant was recognized as the **people breakthrough of 2023 by the Gartner Power of the Profession™ Supply Chain Awards**.

## Unilever

- Redesigned the supply chain organization for sustainable growth by prioritizing specific products and transitioning them to new, expanding categories.
- Restructured into smaller divisions to drive decision making speed and quality.
- Continues to demonstrate leadership in sustainability. Notably: in 2022, reached 13% progress toward its 2030 GHG emissions reduction targets.

# Actionable, objective insight


Explore these additional complimentary resources and tools on supply chain management:



**eBook**  
Leadership Vision for 2023:  
Chief Supply Chain Officer

Explore three strategic actions for your supply chain success.

[Download eBook](#)



**Report**  
Gartner Power of the Profession™  
Supply Chain Awards

See supply chain excellence in action at award-winning companies.


[Download Report](#)



**Report**  
Supply Chain Effectiveness™  
Assessment

Diagnose your supply chain maturity and identify steps to improve.

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**eBook**  
The Future of Supply Chain

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