

An aerial photograph of a calm lake surrounded by dense green forest. A yellow buoy line forms a V-shape on the water's surface. Four kayakers are visible: one in a yellow kayak at the vertex of the V, and three in red kayaks following a path down the right side of the V. The water is a deep blue, reflecting the sky and trees.

**Gartner**

# Chief Supply Chain Officer Leadership Vision 2023

**3 strategic actions for success**



# Key Issues for Chief Supply Chain Officers (CSCOs) for 2023



Economic pressures with the headwinds of inflation and macroeconomic downturn are intersecting to hamper the supply chain's ability to deliver balanced business outcomes.

Ongoing disruption, especially Russia's invasion of Ukraine, has shifted the focus of supply chain constraints onto energy.

The trend of scarce, expensive talent will continue despite the recession, and employees are being hit by the same headwinds of general inflation and energy costs.

# Challenges and Actions for the CSCO

## Enterprise cash and growth

## People fatigue and retention

## Energy cost and carbon

### CSCO challenges

Inflation is driving CFOs to focus on cash from the supply chain, while recessionary signals amplify the CEO's calls for the supply chain to be an engine for growth.

Overwhelmed or underappreciated employees are rethinking their options and actively choosing employers that value and reward them more.

Energy inflation and volatility are higher than ever, and, while many enterprises have net-zero pledges, CO2e levels are higher than ever too.



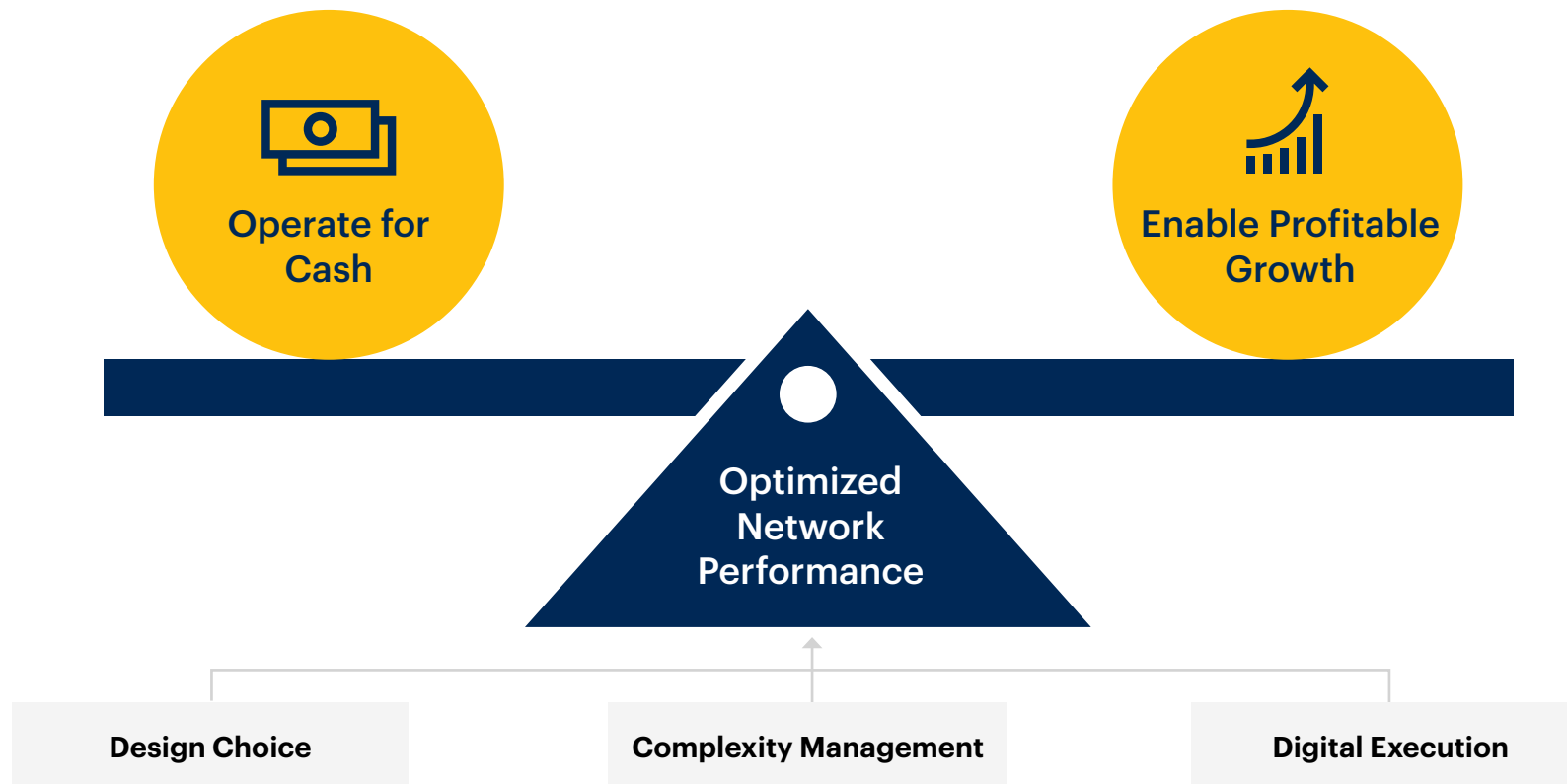
### CSCO actions

Focus on delivering optimized network performance (rather than just cash or growth) by taking informed design choices – illustrated by scenarios and supported by complexity management and digital execution.

Embrace human-centric work design to counteract fatigue and retain talent: Foster radical flexibility, deeper connections, shared purpose, holistic well-being and personal growth, driven by employee choice and autonomy.

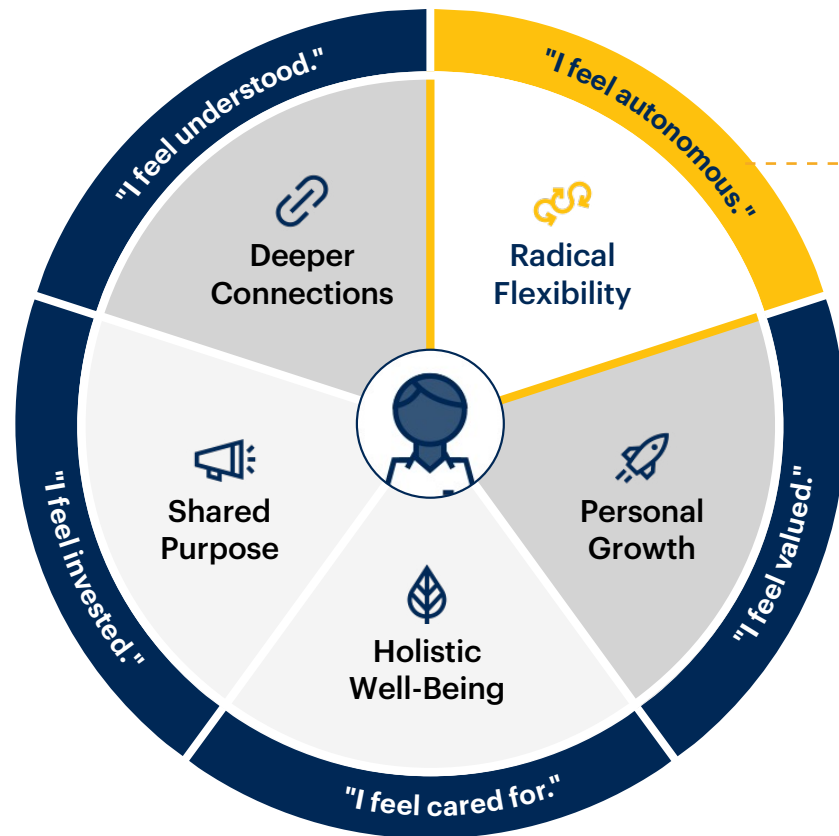
Mitigate conflicting priorities and enhance the impact of your energy strategy by responsibly investing in areas that will give you a two-for-one return on financial and environmental sustainability.

# Design and Operate for Optimized Network Performance by Making Informed Design Choices



Source: Gartner

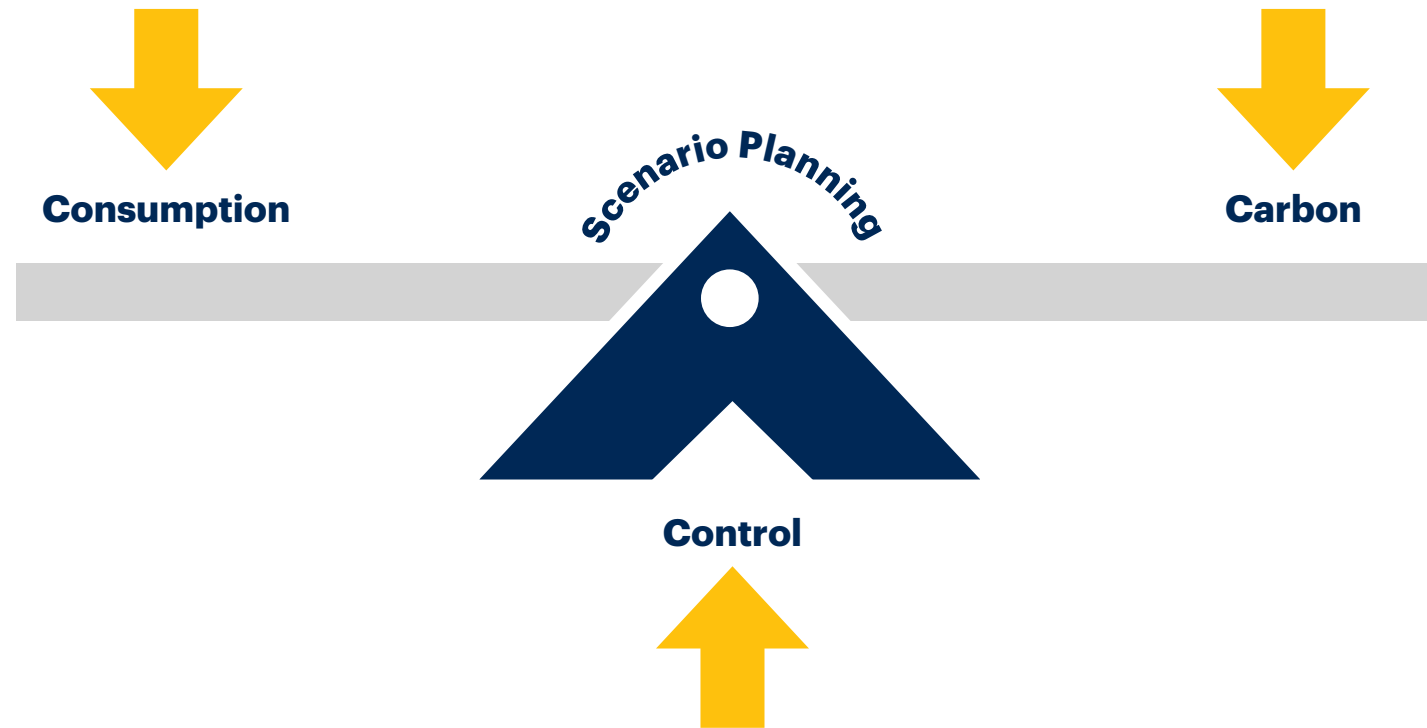
# Deliver a Human Deal to Attract, Retain and Achieve Better Performance



## Employee autonomy and choice result in:





- **3.8x** more likely to have high employee performance
- **3.2x** more likely to have high intent to stay
- **3.1x** more likely to have low fatigue

# Have a Long-Term Mindset and Focus on 2-for-1 Actions That Reduce Both Cost and Carbon



# Actionable, objective insight

Explore these additional complimentary resources and tools for supply chain leaders:

 <p><b>Report</b> Gartner Supply Chain Top 25 for 2022 Discover who ranked highest for supply chain excellence this year.</p> <p><a href="#">See List</a></p>	 <p><b>eBook</b> Future of Supply Chain Discover the four priorities for reinventing supply chain for the future.</p> <p><a href="#">Download eBook</a></p>	 <p><b>Template</b> Strategic Planning for Supply Chain Document current and future supply chain capabilities on one page with our customizable tool.</p> <p><a href="#">Download Template</a></p>	 <p><b>Playbook</b> How to Build a Supply Chain Ecosystem Scale your business value with a digital supply chain ecosystem.</p> <p><a href="#">Download Report</a></p>
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