

Gartner®

Future of Supply Chain

How top CSCOs will reshape supply chains for a machine-enabled future



Reshaping supply chain for a machine-enabled future

Supply chains as they exist today will struggle to maintain their effectiveness over the next two years. The supply chain landscape is being reshaped by forces that demand swift and strategic responses from chief supply chain officers (CSCOs). These supply chain reshapers — advancements in AI, geopolitical instability and conflict risk, and evolving customer expectations — will fundamentally alter how organizations operate and compete in the future.

Some supply chain organizations are moving faster than others toward a competitive future state. What differentiates the leaders is how they respond to the forces reshaping supply chain. Leaders don't wait for certainty to adapt to change; they actively influence the future and proactively rethink their ways of working. Among those that view AI-driven changes to work as a top driver of supply chain transformation, 81% of leaders are confident or very confident in their ability to address the impact of changes, while only 54% of the rest of respondents report the same.

The future of the supply chain is already here. Leaders are choosing where and how they will accelerate toward this new reality, offering a blueprint for others to follow. Gartner has identified three critical areas for CSCOs to focus on in 2026 to ensure their supply chains are future-fit.

Redesign processes and ways of working for AI-driven value



Reimagine the workforce for a human-machine future

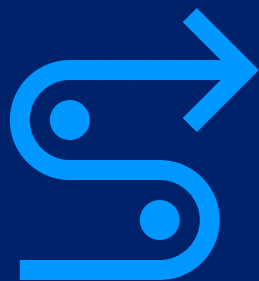


Realign trading partner relationships for machine-enabled collaboration



This document is based on the Supply Chain Executive Report, “Future of Supply Chain 2026: Reshaping for a Machine-Enabled Future.” Clients may access the full Supply Chain Executive Report on the client portal: [Click Here](#)

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Redesign processes and ways of working for AI-driven value

Organizations that redesign work itself, rather than just introduce new tools, are **2x** as likely to exceed revenue goals and achieve sustainable competitive advantage in today's supply chain landscape.



Source: 2025 Gartner Growth-Ready Workforce Manager Survey

Redesign processes and ways of working for AI-driven value

Today's supply chain

CSCOs are under increasing pressure to transform how supply chains are managed given the speed with which AI and geopolitical tensions are reshaping the business landscape.

The future supply chain

By 2028, leading supply chain organizations will have moved beyond merely optimizing or automating existing processes. Instead, they will redesign work at every level by strategically deploying generative and agentic AI to address critical business challenges, involving employees through a bottom-up approach.

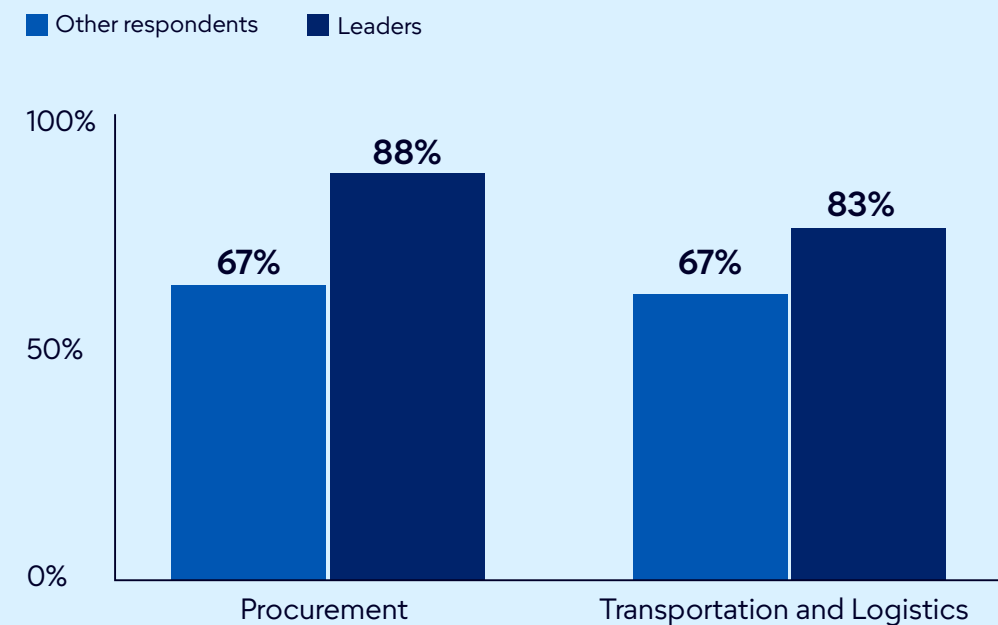
The path forward

- Pinpoint inefficiencies and inconsistencies in current supply chain processes. Redesign workflows in ways that leverage the power of AI.
- Anchor AI initiatives in real business needs.

→ [Download Supply Chain AI Strategy on a Page](#), a customizable framework to communicate plans for AI pilot deployment.

Agentic AI adoption

Percentage of supply chains that have already implemented or plan to implement agentic AI

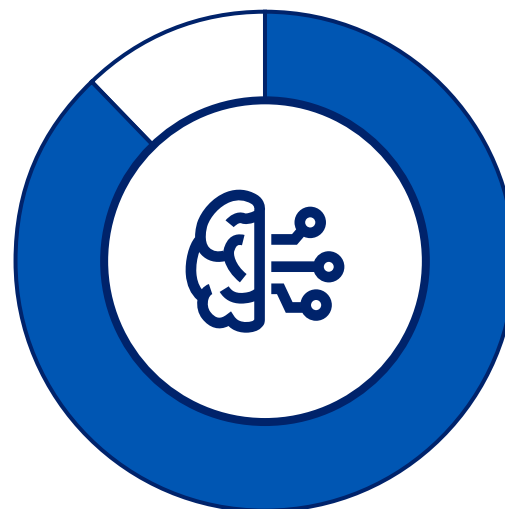


Source: Gartner

2



Reimagine the workforce for a human-machine future



88%

of supply chain leaders believe it likely or very likely that advancements in agentic AI alone will require new processes for future talent pipelines.

Source: Gartner

Reimagine the workforce for a human-machine future

Today's supply chain

The introduction of AI and machines has upended how supply chain work gets done. Digital dexterity and AI literacy are now essential skills for all. This makes human-AI collaboration – which empowers experienced talent and accelerates skill development for less experienced workers – a critical investment.

The future supply chain

Future supply chain professionals will not be siloed, technology-enabled executors of tasks; they will be highly skilled in leveraging AI and automation to enhance customers' experiences and support business needs. Alongside new processes, tools and responsibilities, new mindsets, skill sets and methods for mobilizing talent will be foundational in the supply chain of the future.

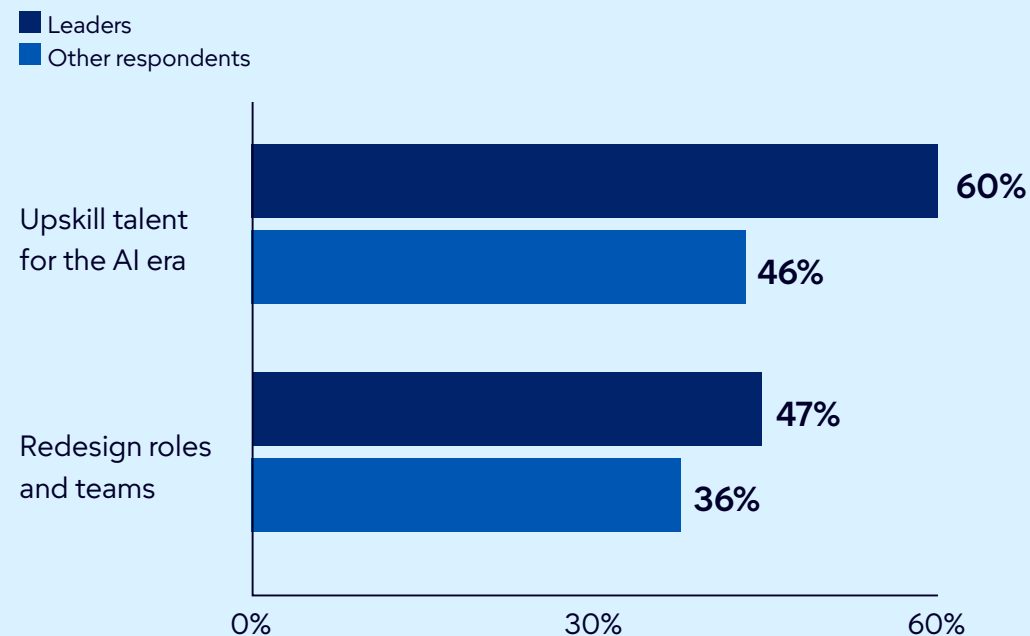
The path forward

- Lead transformation with transparent, empathetic communication and strategic engagement.
- Ensure organizational structures support employees with enabling and working alongside AI agents and robotics.

→ [Watch Build the Next Generation of Supply Chain Leaders](#) to learn how to rewrite your leadership development playbook for the future.

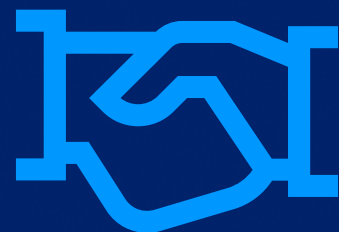
Top workforce investment for the future of supply chain

Percentage of supply chains prioritizing the capability

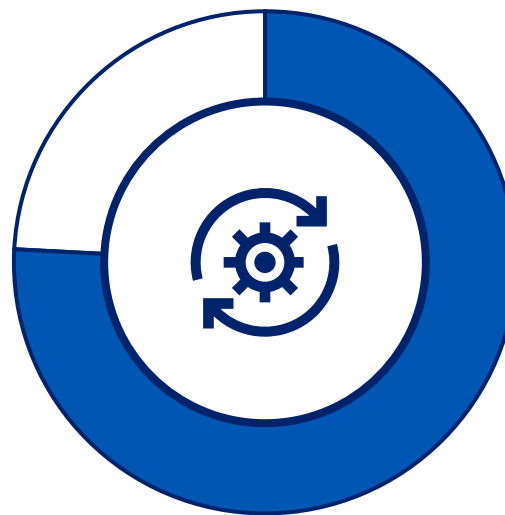


Source: Gartner

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Realign trading partner relationships for machine-enabled collaboration



76%

of supply chain leaders have already implemented or plan to implement capabilities to automate interactions with machine customers.

Source: Gartner

Realign trading partner relationships for machine-enabled collaboration

Today's supply chain

As supply chains become more automated through AI and digital technologies, the need for more strategic collaboration with suppliers and customers increases. It's crucial to identify which partners are most important and work to align your goals, incentives and data structures.

The future supply chain

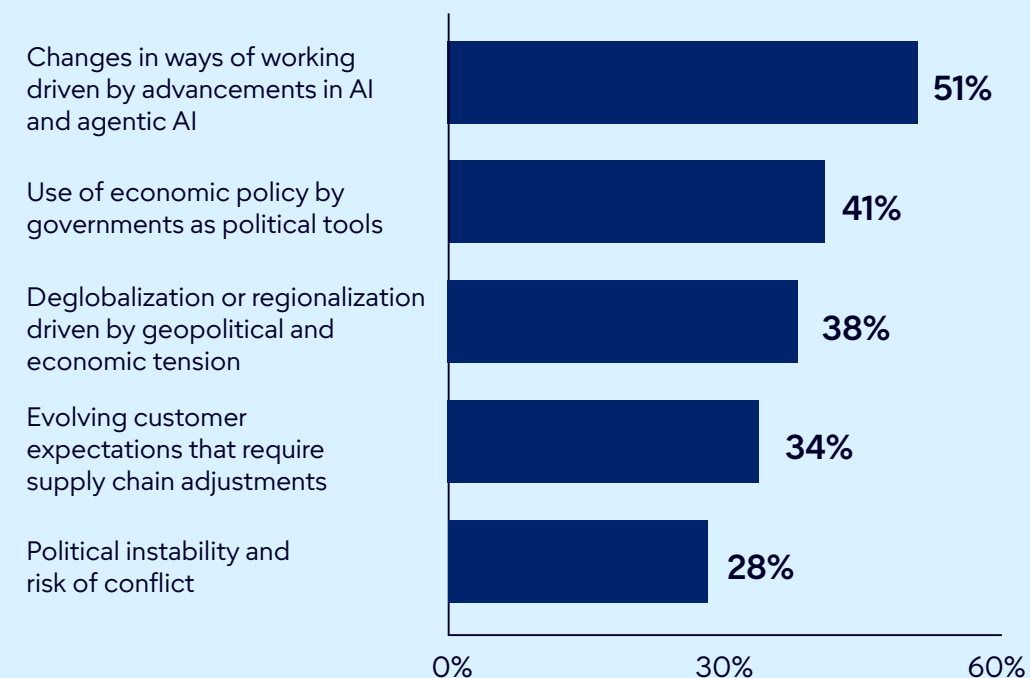
Supply chain leaders will build up their suppliers' digital maturity — and replace those who can't keep pace. Furthermore, with routine interactions automated, there will be capacity to design out supply chain complexity through product and material innovation.

The path forward

- Support strategic trading partners in developing the digital capabilities needed for machine-enabled collaboration.
- Invest in deeper, trust-based partnerships with key suppliers and customers. This includes establishing longer-term agreements and shared data integration platforms.

→ [Read Reimagining the Manufacturing Operating Model](#) for insight into how new manufacturing capabilities align to key objectives.





Top influential drivers redefining supply chain strategy over the next 2 years



Source: Gartner

Actionable, objective insights

Explore these additional complimentary resources and tools on for supply chain executives:

 <p>Report The Gartner Supply Chain Top 25</p> <p>Discover who ranks highest for supply chain excellence.</p> <p>See List</p>	 <p>Tool Accelerators for Chief Supply Chain Officers</p> <p>Execute your strategic and innovation goals faster with curated tools for driving supply chain performance and transformation.</p> <p>Learn More</p>	 <p>Conference Upcoming Supply Chain Conferences</p> <p>Learn how to succeed in the face of global market disruptions.</p> <p>Learn More</p>	 <p>How We Help Gartner for Supply Chain</p> <p>Enable faster, smarter decisions and stronger performance on your mission-critical priorities.</p> <p>Learn More</p>
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