Transforming the Enterprise:

Supply Chain

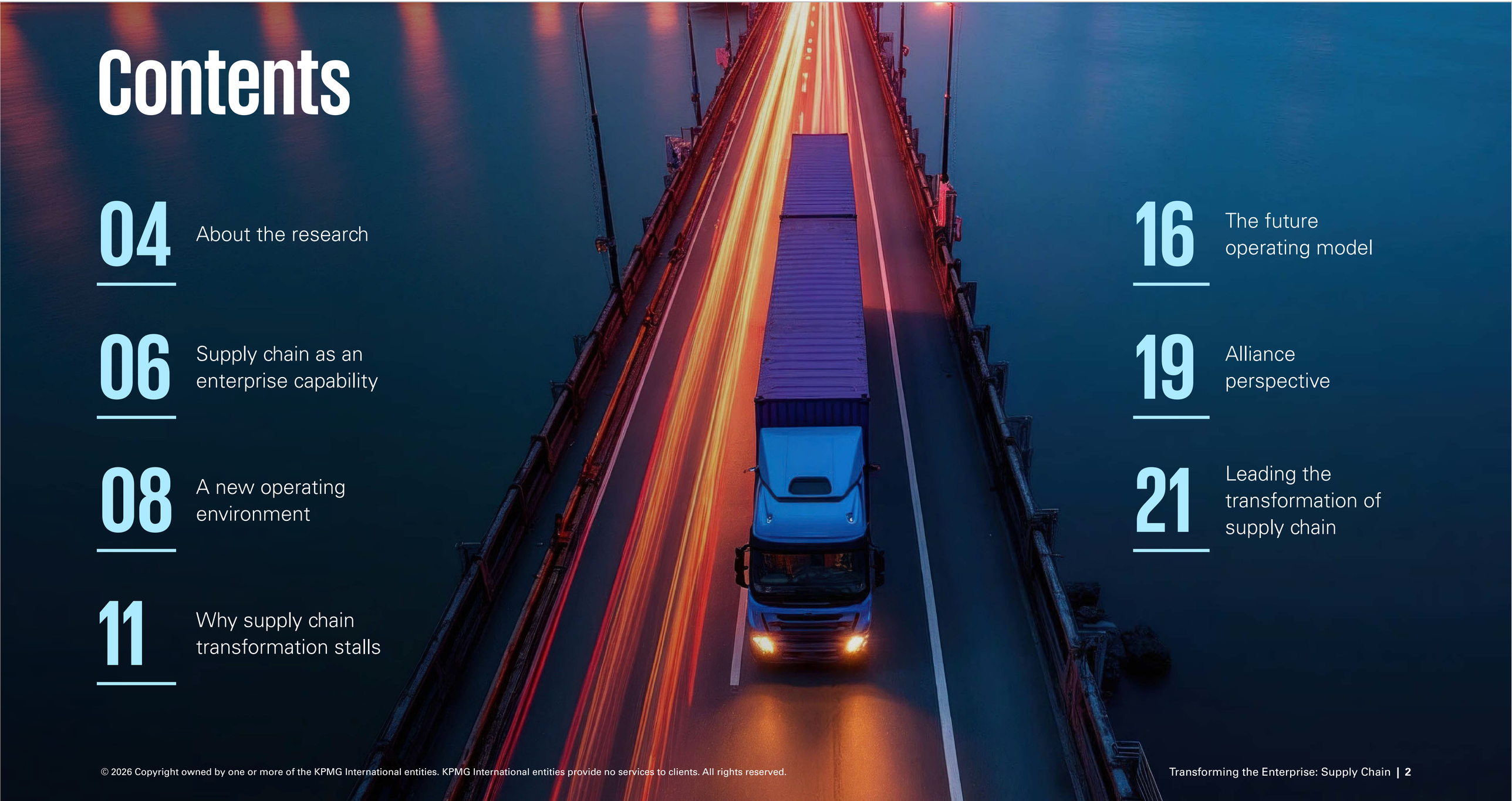
Building the intelligent supply chain for a new era of enterprise performance



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Foreword

Organizations have never had greater visibility across their supply chains. They can monitor shipments, inventory, production and demand in ways that would have been unimaginable just a few years ago. Yet many continue to struggle to translate that visibility into coordinated action. In many cases, technology has made complexity more visible without improving agility or responsiveness.

That paradox has become one of the defining challenges of enterprise transformation. Supply chains now operate in an environment of continuous disruption, shaped by geopolitical instability, shifting trade policies, climate events, evolving customer expectations and accelerating technological change. In this environment, resilience and agility have become essential competitive capabilities.

Against this backdrop, KPMG research shows organizations are managing an unprecedented number of simultaneous transformation initiatives, yet relatively few consider themselves top performers. The challenge isn't a lack of transformation. It's that transformation itself has become exponentially more difficult to coordinate. As supply chains become more connected, every technology investment, sourcing decision, supplier disruption and policy change creates ripple effects across the network. Success increasingly depends less on executing individual initiatives than on orchestrating thousands of interconnected decisions across the enterprise.

Meeting that challenge requires leaders to fundamentally rethink the role of supply chain. Rather than optimizing planning, sourcing, manufacturing and logistics independently, leading organizations are orchestrating decisions across the enterprise. Automation, AI and real-time data are enabling faster detection of change, richer decision intelligence and coordinated enterprise responses at a scale and speed that was previously impossible. But technology alone is not enough. Competitive advantage depends on the operating models, governance and cross-functional coordination required to turn intelligence into action.

This report, part of KPMG's flagship Transforming the Enterprise thought leadership series, explores the capabilities that will define the next generation of supply chain leaders. Those capabilities extend well beyond operational excellence. They include the ability to connect functions, build decision intelligence, orchestrate enterprise-wide decisions, manage interdependencies and enable the enterprise to respond with greater speed, confidence and resilience.

The future of supply chain is no longer about optimizing the flow of goods. It is about orchestrating the flow of decisions that enable the enterprise to navigate disruption with greater agility, resilience and confidence.



Jeanne Johnson
Global Customer & Operations Leader
KPMG International

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About the research

This report is based on a global survey of more than 1,750 senior transformation leaders across 20 countries, 13 industries and organizations ranging from $100M to over $50B in annual revenue.

The study included a dedicated set of supply chain transformation questions fielded among 170 supply chain leaders globally, forming the primary basis for this report.

Geography:

40%
Americas

38%
Europe, Middle East and Africa (EMEA)

22%
Asia-Pacific (ASPAC)

Respondents:

18%
C-suite and executive leadership

82%
Functional leaders across Finance, Front Office, HR, Supply Chain, Risk and Technology

Organization type:

34%
Public firm

44%
Private firm

13%
Private-equity-backed

9%
Private equity firm

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Sectors included:

26%
Technology and telecom

23%
Financial services

12%
Consumer and retail

10%
Healthcare and life sciences

8%
Automotive

7%
Industrial manufacturing

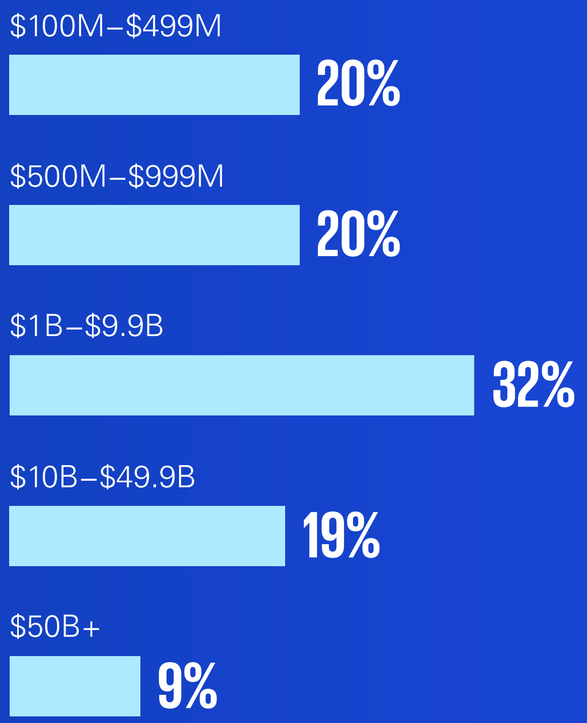
6%
Infrastructure, construction and transportation

5%
Energy, natural resources and chemicals

3%
Government and public sector

This report forms part of KPMG's broader Transforming the Enterprise research program, exploring how supply chain leaders are responding to increasing volatility, technological disruption and the growing need to coordinate decisions, workflows and execution across the enterprise. The research was fielded in February 2026.

Company annual revenue (USD equivalent):



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Supply chain as an enterprise capability



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Organizations are modernizing supply chains faster than operating models can evolve

Across industries, organizations are accelerating investment in AI, automation and new operating models to build more intelligent and resilient enterprises.

Yet despite significant investment, relatively few organizations are translating transformation activity into sustained performance gains. Nearly three-quarters (72 percent) are undertaking three or more transformations, yet only 14 percent consider themselves top performers compared to their peers. This gap suggests that transformation activity alone is not enough to improve performance at scale.

Supply chain sits at the center of this transformation challenge.

Supply chain at the center of enterprise complexity

Over the past decade, supply chain leaders have been forced to navigate a succession of disruptions that have fundamentally altered the operating environment: pandemic-related shortages, geopolitical instability, labor constraints and a growing range of climate, trade and demand disruptions. At the same time, expectations have continued to rise, with organizations under pressure to deliver greater product availability, faster fulfillment and more responsive service while reducing costs and improving resilience.

Supply chains are no longer expected simply to execute efficiently. They are expected to anticipate change, evaluate trade-offs and respond as conditions evolve.

Together, these pressures have elevated supply chain from an operational function to one of the most strategically important capabilities in the enterprise. It is where external disruption becomes operational reality, where competing priorities collide and where enterprise trade-offs must be made in real time.

Modern supply chains operate as highly integrated networks, where decisions and disruptions in one area create ripple effects across the system. A sourcing decision can affect manufacturing capacity. A logistics disruption can impact inventory availability. A change in customer demand can alter production schedules, transportation requirements and financial performance simultaneously.

In this environment, success is measured less by supply chain performance alone than by the enterprise outcomes it enables — from customer service and resilience to growth, profitability and long-term competitiveness.

From operational function to enterprise decision system

As decision windows compress and volatility increases, supply chain performance depends more heavily on an organization's ability to respond quickly and effectively across the network.

This helps explain why so many supply chain transformation initiatives struggle to deliver their full potential. Organizations may successfully deploy new technologies, automate individual processes or improve visibility across the network, yet value remains constrained when workflows, governance structures and execution models remain fragmented. Ultimately, transformation succeeds or fails based on how effectively organizations orchestrate decisions, workflows and execution across the broader ecosystem.

As a result, the role of supply chain is expanding. In an environment defined by continuous change, supply chain is becoming the mechanism through which organizations translate strategy into coordinated action. It connects strategic decisions with operational execution and business performance.

> **Supply chain has become one of the few functions that touches nearly every part of the enterprise. Its ability to connect information, decisions and execution across the end-to-end system is a critical determinant of enterprise performance.**

Johan Smits
Partner, Procurement & Supply Chain
KPMG in the Netherlands

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A new operating environment

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Volatility has become a permanent feature of the operating environment

A combination of persistent volatility, rapidly advancing technology and growing interdependence is fundamentally changing the environment in which supply chains operate — and raising expectations for how they create value.

Supply chain leaders have always managed disruption. What is changing is the frequency, speed and persistence of change. Planning assumptions that once remained stable for months or quarters can now shift within days or weeks, forcing organizations to make decisions in a far more dynamic environment.

Volatility is becoming a permanent feature of the operating landscape. Disruptions rarely occur in isolation and often create ripple effects across the broader network, making outcomes harder to predict and responses more difficult to coordinate.

In this environment, advantage increasingly depends on the ability to sense change, evaluate trade-offs and adapt as conditions evolve.

Intelligent systems are expanding what supply chains can see and do

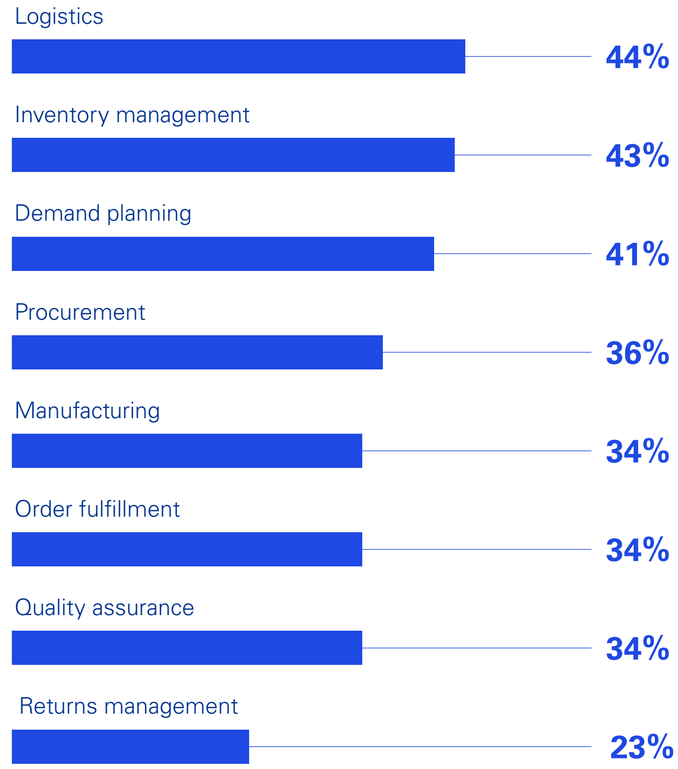
AI adoption is expanding rapidly across the supply chain as organizations invest in intelligent technologies to improve performance and support faster, more responsive decision-making.

Most organizations remain in the relatively early stages of operational AI maturity. Predictive AI and Generative AI (Gen AI) enabled workflow augmentation dominate adoption, while more advanced agentic AI systems remain at a much earlier stage of maturity.

As these capabilities evolve, intelligence will become embedded throughout supply chain operations — moving AI from a tool that augments individual tasks toward a capability that increasingly informs and executes decisions across connected workflows.

Figure 1. AI adoption is expanding rapidly across supply chain functions

Within which of your key supply chain functions/process taxonomies has AI been embedded?



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Value increasingly depends on turning information into action

Supply chain advantage no longer comes from planning accuracy, visibility and operational efficiency alone. Increasingly, value depends on how effectively organizations translate information into action. As a result, decision intelligence is evolving from an analytical capability into a strategic one, enabling organizations to combine data, AI and human judgment to make faster, more confident enterprise decisions.

Competitive advantage increasingly extends across ecosystems

Supply chains are evolving into interconnected ecosystems rather than discrete enterprise networks. As a result, competitive advantage depends as much on an organization's ability to orchestrate decisions and share intelligence across a broader network of partners as it does on its own internal capabilities.

This challenge is becoming more complex as organizations adopt AI at different rates and with varying levels of maturity. While some organizations are beginning to deploy advanced AI capabilities and intelligent workflows, many ecosystem partners remain at much earlier stages of digital transformation. The ability to coordinate decisions depends not only on internal capabilities, but also on the readiness of suppliers, logistics providers and other ecosystem partners.

The next frontier of supply chain transformation will therefore be defined not simply by how intelligent individual organizations become, but by how effectively entire ecosystems can adapt together.

> **For years, supply chain leaders focused on improving visibility. In today's environment, the differentiator is not what organizations can see, but how quickly and confidently they can act on what they know.**

Andrew Underwood
Partner, Supply Chain and Procurement
KPMG in UK

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Why supply chain transformation stalls



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Limited integration remains a structural constraint

Organizations can see more of their supply chain than ever before. But seeing and acting remain fundamentally different capabilities.

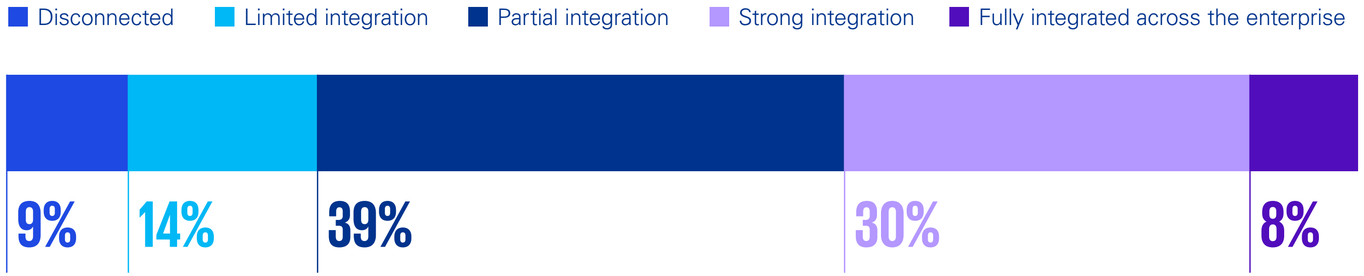
Demand signals struggle to flow seamlessly into supply planning. Supply constraints are not consistently reflected in manufacturing schedules. Logistics disruptions often require manual escalation and intervention. The consequence is a supply chain environment that is informationally richer than ever, but still decisionally fragmented.

The research illustrates the scale of the challenge. Only 38 percent of supply chain leaders describe their current supply chain and operations processes as strongly or fully integrated with enterprise-wide planning and analysis processes. More than 60 percent continue to operate with only partial, limited or disconnected integration across the enterprise.

As disruption accelerates, fragmentation becomes a structural performance constraint. Every disconnected workflow introduces latency into the system, slowing response times and limiting the organization's ability to adapt.

Figure 2. Most organizations still operate with limited end-to-end integration

Rate the current level of supply chain integration with your enterprise-wide planning and analysis process.



Supply chain leaders recognize that current integration levels are no longer sufficient. More than 90 percent report that some level of improvement is required, while one-third believe significant transformation is necessary to achieve their future ambitions.

Figure 3. Organizations recognize the need for deeper enterprise integration

Rate your future ambition of supply chain integration with your enterprise-wide planning and analysis process.



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> **Many organizations can see the disruption. The problem is that they still spend too much time reconciling information across functions before they can act. Visibility has improved dramatically, but decision-making has not.**

Tim Webb
Partner, Supply Chain & Procurement
KPMG in Canada

Operating models have not evolved at the pace of complexity

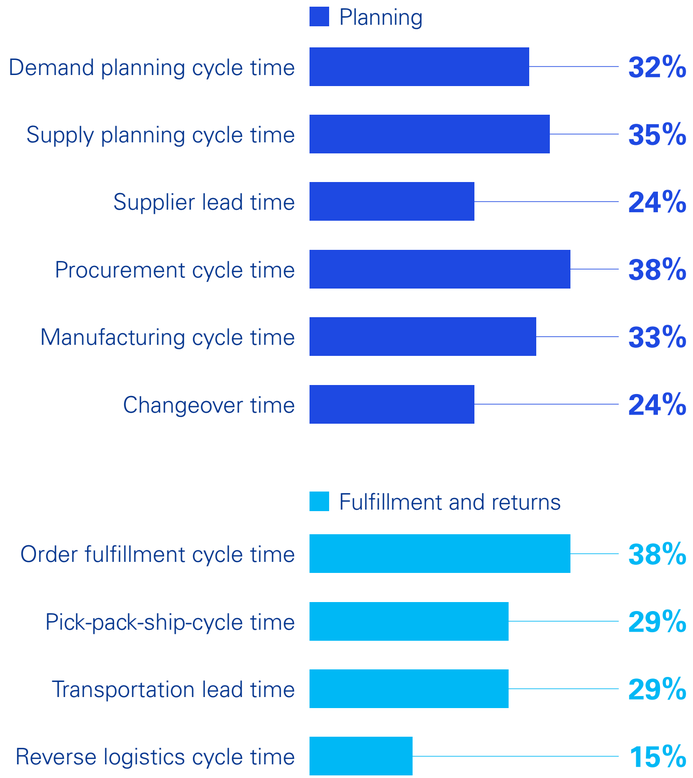
As planning cycles compress and conditions change more rapidly, continuous planning is becoming a business imperative. Supply chain leaders are being asked to update decisions more frequently as new information emerges. Many organizations, however, continue to operate through planning processes and execution models that were designed for more stable environments.

If operating models are evolving to meet this new reality, organizations should be seeing corresponding gains in operational responsiveness. However, the research suggests progress remains uneven. While some planning and execution activities have improved, indicators of operational flexibility continue to lag. For example, while 38 percent of respondents report improvements in procurement cycle times and 35 percent in supply planning cycle times, only 24 percent report improvements in supplier lead times and changeover times.

These findings suggest that many organizations have improved visibility and workflow efficiency without achieving corresponding gains in agility.

Figure 4. Operating model improvements have not translated into greater agility

Which supply chain process cycle times have improved since supply chain platform adoption?



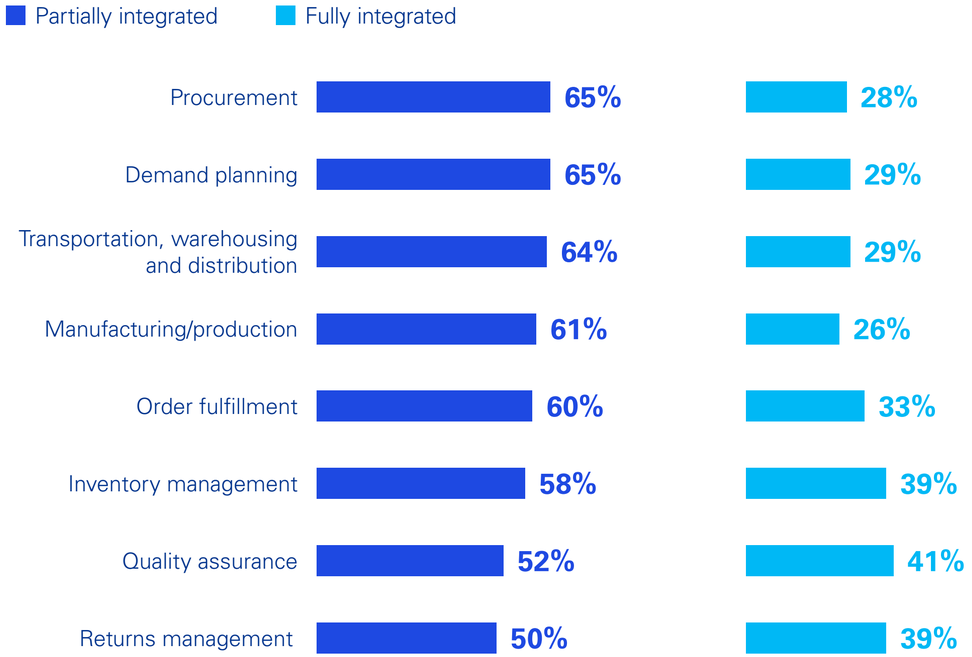
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Technology is scaling faster than organizational redesign

AI adoption is expanding rapidly across core supply chain activities as organizations seek to improve performance and support decision-making. Yet technology adoption is advancing faster than organizations are redesigning the operating models required to create value at scale. Most AI deployments remain concentrated within individual functions rather than connected across end-to-end workflows and decision environments.

Figure 5. Most supply chain AI deployments remain only partially integrated

How has AI been integrated in core supply chain processes?



Many organizations have successfully embedded AI within individual processes. Far fewer have redesigned their operating models to connect those capabilities across the broader supply chain. As a result, AI often improves individual activities without materially improving enterprise performance.

Progress is further constrained by data quality, governance maturity and organizational trust. While many organizations track automation, productivity and AI performance, far fewer measure whether AI systems are trusted, adopted or routinely overridden. Only 35 percent measure trust and adoption, while just 34 percent track human override frequency — suggesting that many organizations remain focused on technical deployment while the governance foundations required to scale AI-enabled decision-making remain underdeveloped.

Without trusted data, clear governance and confidence in AI-generated recommendations, organizations will struggle to scale AI-enabled decision-making with confidence.

Figure 6. Organizations are more likely to measure AI performance than AI trust

Which of the following supply chain metrics has your organization adopted?

Automation rate of transactional, strategic and planning processes	46%
Productivity ratio between human-led and machine-led tasks	40%
The accuracy of AI calculations/outcomes	40%
Business value realization from AI decisions	37%
Trust and adoption rates of AI systems	35%
Human override frequency in AI-assisted decisions	34%
Time taken to detect and respond to supply chain disruptions	33%

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Anticipatory decision-making remains underdeveloped

Organizations have become better at understanding what is happening across the supply chain. The greater challenge is anticipating what happens next and coordinating action before disruption unfolds.

Many still lack the scenario modeling and simulation capabilities required to evaluate alternatives, understand trade-offs and support rapid cross-functional decision-making. As a result, decisions are often made without a clear understanding of their downstream operational and business impacts.

This gap is reflected in how performance is measured. Only 37 percent of supply chain leaders report measuring business value realization from AI-enabled decisions despite significant investment across supply chain transformation initiatives. As a result, operational activity often remains disconnected from broader business outcomes.

Without these capabilities, organizations remain largely reactive, responding to disruption after impacts have already begun cascading through the network. The advantage will increasingly lie in anticipating change, evaluating options quickly and acting before conditions deteriorate.

Across these challenges, a common pattern emerges: technology is advancing faster than the operating capabilities required to turn it into enterprise performance.

Closing that gap will require a fundamentally different supply chain operating model.

Organizations have built intelligent nodes across the supply chain: forecasting engines, warehouse automation, logistics optimization and procurement analytics. But very few have connected them into intelligent networks capable of coordinating decisions across the end-to-end system in real time.

Manuj Ohri
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The future operating model

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Five shifts defining the future supply chain operating model

The future supply chain will be defined by a new operating model designed for a world of continuous disruption, intelligent systems and increasingly interconnected ecosystems. The five shifts that follow describe how leading organizations are evolving planning, decision-making, execution and network design to build more agile, resilient and orchestrated supply chains. Together, they can define the operating model required to transform supply chain from a collection of optimized functions into an adaptive enterprise capability.

Shift 1: From functional optimization to decision orchestration

The future supply chain moves beyond sequential planning and isolated execution toward a model built around continuous decision orchestration. Information, decisions and execution flow across the network in real time, enabling organizations to respond more effectively as conditions change.

This shift fundamentally changes how decisions are made. Instead of being evaluated within individual functions, trade-offs are assessed across the broader system, allowing organizations to balance customer service, cost and resilience simultaneously.

In this model:

- Information and decisions flow continuously across the network
- Trade-offs are evaluated across functions rather than in isolation
- Responses adapt dynamically as conditions change

Shift 2: From visibility to decision intelligence

Organizations are moving beyond visibility toward the ability to anticipate outcomes before decisions are made. Decision intelligence brings together data, AI and human judgment to support faster, more confident enterprise decisions through scenario modeling, simulation and digital twins.

Rather than reacting to disruption after it occurs, organizations can evaluate trade-offs, test alternative responses and understand downstream consequences before conditions deteriorate.

As these capabilities mature, anticipatory decision-making will become an increasingly important source of resilience, responsiveness and competitive advantage.

Shift 3: From planning cycles to continuous planning

As organizations move toward more integrated and decision-driven operating models, planning is evolving from a periodic activity into a continuous process. Decisions are no longer updated according to fixed planning cycles. They are continuously refined as new information emerges and conditions change.

In this model:

- Planning and execution operate as a connected process rather than separate activities
- Demand, supply and operational signals remain continuously linked
- Business strategy is translated into action through ongoing operational decisions

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Shift 4: Intelligent workflow execution

The future of AI in supply chain extends far beyond isolated automation use cases. Leading organizations are embedding intelligence across supply chain operations to operate as part of more connected and adaptive systems.

This evolution moves organizations from task-level automation toward workflow-level intelligence and autonomous execution. Rather than replacing people, intelligent systems automate routine coordination while shifting human effort toward judgment, exception management, governance and strategic decision-making.

Successfully scaling these environments requires more than technology deployment. Organizations must redesign workflows, develop new capabilities and establish clearer models for human–AI collaboration.

Yet workforce capabilities continue to lag technology adoption. While 77 percent of respondents report leadership actively promoting AI integration and 75 percent describe cultures open to AI-driven processes, only 56 percent provide effective AI training and fewer than half report sufficient internal AI expertise.

Shift 5: From efficiency to ecosystem adaptability

Traditional supply chain networks were designed primarily around efficiency and scale optimization. The future supply chain is designed to adapt under pressure, with network design becoming a strategic capability rather than an operational exercise. Organizations will likely continuously rebalance sourcing strategies, production capacity and inventory positions as conditions evolve.

Competitive advantage may depend on how effectively organizations orchestrate decisions, coordinate execution and share intelligence across ecosystems of suppliers, logistics partners and technology providers.

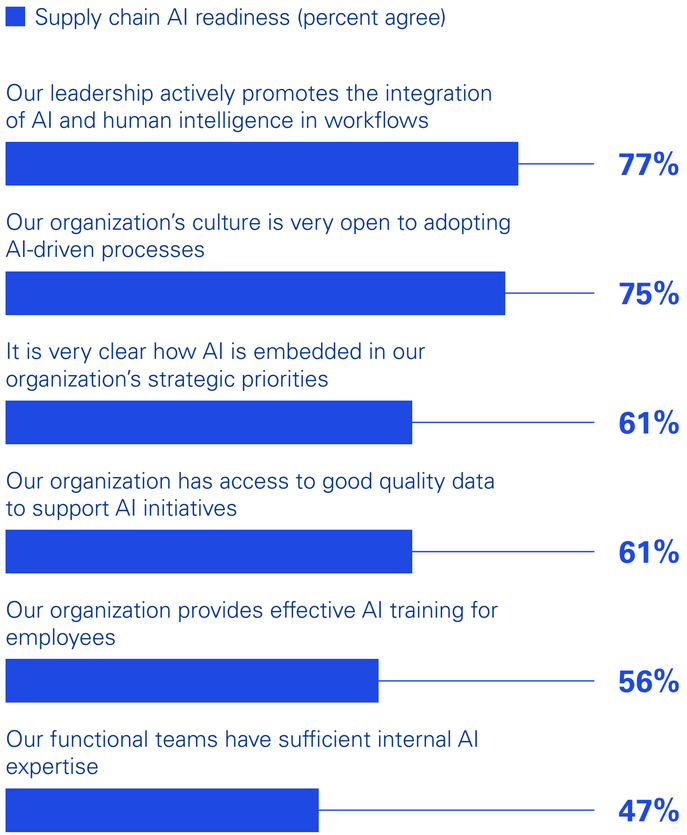
The organizations best positioned for the future will not necessarily operate the leanest supply chains. They will likely operate the most adaptive ones.

> **In volatile environments, strategy is no longer executed quarterly. It's executed continuously through supply chain decisions.**

Johan Smits
Partner, Procurement & Supply Chain
KPMG in the Netherlands

Figure 7. Workforce capabilities lag cultural and strategic readiness for AI

To what extent do you agree with the following statements about AI readiness within your organization?



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Alliance perspective

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Alliance perspective: SAP

KPMG and SAP collaborate to help organizations build more connected, intelligent and resilient supply chains. In this perspective, David Vallejo, Vice President and Global Head of Digital Supply Chain at SAP, shares his perspective on the future of supply chain, the challenges organizations face and what leading organizations are doing differently.

End-to-end supply chain orchestrations remain an aspiration because organizations are not designed to operate that way

Technology has advanced to the point where end-to-end visibility and coordination are increasingly possible. Yet in practice, most supply chains remain fragmented, not just across the enterprise, but within it. Planning, manufacturing and logistics continue to operate as distinct domains, each with its own data, technologies and decision-making cadence.

The constraint is now less technical than organizational. Even in advanced organizations, there is often no clear ownership model for decisions that span functions, let alone extend across finance, suppliers and partners. As a result, transformation efforts frequently default to technology upgrades or functional optimization without addressing the operating structures required to manage the supply chain end-to-end.

The operating impact

End-to-end visibility without end-to-end decisions

Organizations can increasingly see across the supply chain, but lack the structures and capabilities to act on that insight in a coordinated way.

Transformation anchored in technology rather than business outcomes

Many initiatives begin with system modernization rather than a clearly defined business objective, leading to progress that is difficult to measure and sustain.

Enterprise optimization across interconnected ecosystems

Even highly digitized organizations often revert to analog processes once they move beyond the enterprise boundary, limiting the ability to coordinate with suppliers, trading partners and customers in real time.

Where organizations struggle

Supply chain performance is increasingly determined by signals and dependencies that sit outside the enterprise: consumer behavior, partner data and external risk factors. Yet most decision models remain internally focused, built on incomplete and delayed data.

Without integrating these external signals, predictive capabilities remain constrained and decision-making continues to rely on cycles instead of continuous, probability-based models.

What leaders do differently

Progress is most evident where transformation is anchored in clear business outcomes such as improved customer service or greater resilience, and used to align functions around shared objectives. This is where AI and agentic capabilities add the most value when integrating different supply chain domains such as planning, logistics or manufacturing. From there, organizations extend coordination beyond the enterprise, integrating partners, external data and real-time signals into a unified decision environment powered by trusted data and augmented by AI to reason faster.

In this model, supply chain is no longer managed as a collection of discrete functions. It operates as a coordinated capability that helps organizations sense change, make faster decisions and respond across an interconnected ecosystem.

> **“Technology has made real-time supply chain visibility increasingly possible. The operating model required to act on that visibility still lags behind.”**



David Vallejo
Vice President,
Global Head of Digital Supply Chain
SAP

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Leading the transformation of supply chain

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Leading the transformation of supply chain

The future supply chain will not be built through a single transformation initiative. It will likely emerge through thousands of better decisions — powered by stronger operating models, richer decision intelligence and more effective orchestration across the enterprise. Organizations that build these capabilities now may be better positioned to lead.

For leaders, translating this operating model into action requires focus across six critical priorities.

01

Redesign the operating model around decision orchestration

Most supply chain organizations remain structured around functional excellence. Leaders now need to organize around the flow of decisions across the enterprise — enabling faster trade-offs, stronger cross-functional coordination and more adaptive responses as conditions change.

Leadership priority

Reorient the supply chain operating model around the decisions that drive enterprise performance — connecting planning, sourcing, manufacturing, logistics and fulfillment through clearer decision rights, shared intelligence and coordinated execution. Redesign governance and accountability so decisions can move across functions at the speed the business requires.

02

Design for ecosystem adaptability, not efficiency alone

Supply chains increasingly operate across interconnected networks of suppliers, logistics providers, manufacturing partners and technology platforms. Competitive advantage may depend less on optimizing individual parts of the system and more on the ability to coordinate decisions and adapt collectively as conditions change.

Leadership priority

Create the visibility and coordination needed to sense, decide and act across the extended supply chain. Establish the governance, data-sharing mechanisms and ecosystem relationships needed to coordinate responses, shift capacity and adapt as conditions change.

03

Scale AI from isolated use cases to connected operational workflows

Many organizations have successfully deployed AI within individual supply chain activities. The next wave of value will come from embedding intelligence into end-to-end workflows — connecting AI, data and human judgment to enable better, faster and more coordinated decisions.

Leadership priority

Move from a portfolio of discrete AI use cases toward an enterprise architecture for intelligent supply chain decision-making. Embed AI across connected workflows and decision points, supported by integrated data, redesigned processes and clear human accountability — improving decisions from planning and sourcing through execution and fulfillment.

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04

Build trust as an operational capability

As supply chains become more intelligent and autonomous, trust becomes an operational requirement. Leaders need confidence in the data, models and decisions that increasingly shape planning and execution. Without transparency, clear governance and accountability, organizations will struggle to scale AI-enabled decision-making across the supply chain.

Leadership priority

Embed trust into the architecture of the intelligent supply chain. Establish enterprise standards for data quality, model transparency, decision rights and human oversight — creating the confidence to scale AI-enabled decisions across functions, geographies and increasingly autonomous operations.

05

Establish scenario planning and simulation as a core capability

Static forecasting is no longer sufficient in an environment of continuous change. Leading supply chains will likely use scenario planning and simulation to anticipate multiple futures, understand enterprise trade-offs and evaluate potential responses before disruption occurs.

Leadership priority

Build scenario planning and simulation into the supply chain operating model. Connect demand, supply, inventory, capacity and financial implications to continuously test assumptions, model trade-offs and prepare coordinated responses before conditions change.

06

Build the human-AI supply chain workforce

As intelligent systems become embedded across supply chain operations, the nature of work will likely change with them. Routine coordination will increasingly be automated, while human work shifts toward judgment, exception management, orchestration and strategic decision-making.

Leadership priority

Redesign roles, skills and ways of working around human–AI collaboration. Define where AI should automate, augment or advise; strengthen the judgment and technology fluency required of the workforce; and redesign accountability so people remain clearly responsible for governing increasingly intelligent operations.

> **The organizations that respond fastest to disruption are rarely the ones seeing it for the first time. They're the ones that have already modeled it, debated the trade-offs and prepared potential responses before it occurs.**

Andrew Underwood
Partner, Supply Chain and Procurement
KPMG in UK

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How KPMG can help

Building the future supply chain requires more than modernizing technology or optimizing individual capabilities. It requires rethinking how the enterprise makes decisions, coordinates execution and adapts across increasingly interconnected networks. KPMG professionals can help organizations redesign supply chain as an enterprise capability — bringing together strategy, operating model, technology, data and AI to turn greater intelligence into better decisions, more adaptive execution and sustained business performance.

From defining the ambition to scaling new capabilities across the enterprise, KPMG professionals can help organizations move beyond incremental supply chain improvement to build the operating capabilities required for sustained advantage.

Define the value ambition

KPMG can help organizations identify where supply chain transformation can create the greatest enterprise value.

Assess decision flows, operating-model constraints and performance opportunities across the end-to-end supply chain to focus investment where it can have the greatest strategic and financial impact.

Design the future operating model

KPMG can help organizations translate strategic ambition into a future-state operating model and transformation roadmap.

Redesign decision rights, planning and execution models, governance and capabilities — sequencing change to deliver near-term value while building the foundations for longer-term transformation.

Enable intelligent decision-making and execution

KPMG can help organizations connect data, AI and human expertise across critical supply chain decisions and workflows.

Embed intelligence into planning and execution while establishing the governance, trust and human–AI operating models required to scale intelligent decision-making with confidence.

Scale adaptability across the enterprise and ecosystem

KPMG can help organizations extend transformation beyond individual functions to create more connected and adaptive supply chain networks.

Strengthen coordination across suppliers, logistics providers, manufacturing partners and technology ecosystems — enabling faster responses, more dynamic trade-offs and greater resilience as conditions change.

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Meet the authors



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Andrew has spent the past 28 years advising clients on supply chain and procurement operating model strategy, design, and technology-enabled business transformation. Serving as Partner, Andrew also leads the UK Supply Chain Operations practice and has experience leading large-scale, multi-year, cross-functional supply chain and procurement programs.



Manuj Ohri
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Manuj has more than 20 years of consulting experience, focusing on end-to-end transformation across operations excellence (procurement and manufacturing), supply chain, operating model, route-to-market strategy, digital transformation, and M&A. He has advised a diverse range of organizations, including large Indian conglomerates, multinational corporations, and promoter-led businesses, helping them design, implement, and sustain transformation programs that enhance profitability, enable the launch of innovative products and services, and support shifts in operating models.



Tim Webb
Partner, Supply Chain & Procurement
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Tim is a supply chain management consulting executive focused on customer-centric, digital transformation for the retail, consumer goods and industrial industries. He has created innovative customer solutions resulting in cost savings, revenue growth and profit for some of the world's most influential brands. Tim is driven by building and leading high-performance teams that are inspired to do exceptional work. He is energized by true innovation and continually embraces experimentation and learning. Tim learns and adapts quickly to both the technical aspects of business and the intangible facets of culture and relationships.



Johan Smits
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Johan Smits is a recognized Supply Chain and Operations executive with more than 25 years of experience leading end-to-end business transformation across global organizations. Combining executive leadership with strategic consulting experience, he brings a distinctive perspective spanning operational excellence, digital innovation and sustainable value creation.

Johan has led large-scale Supply Chain, Planning and Procurement organizations and business-led technology transformations across Consumer Products, Retail, Medical Technology and Industrial sectors. He is a trusted advisor to senior executives navigating growth, resilience, cost competitiveness and enterprise-wide change, helping organizations unlock cross-functional performance and build future-ready capabilities in an increasingly data-driven and AI-enabled world.

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