



2026 TRENDS

Supply Chain

TREND 1

Expansion of AI Use Cases within Supply Chain

TREND 2

Managing Supply Chain Uncertainty with Network Design & Optimization

TREND 3

Leveraging Integrated Technology to Drive Supply Chain Outcomes

As [we reflect on 2025](#), several defining themes stand out [for the supply chain](#). AI moved decisively from theoretical discussion to [practical urgency](#) within supply chains, with many organizations shifting from asking, “*Should we?*” to “*Are we ready, and how fast can we move?*”

At the same time, the year was shaped by [persistent supply uncertainty](#), driven by [tariffs](#) and ongoing geopolitical instability. [Looking into 2026](#), these forces are not receding. Instead, they are converging, with supply chain leaders placing increased emphasis on integrated data and technology ecosystems that connect supply, commercial, financial, and supplier networks.

Against this backdrop, the following perspectives focus on where supply chain leaders should concentrate efforts moving forward: expanding AI use cases beyond pilots, [redesigning networks](#) to better absorb uncertainty, and leveraging integrated technology platforms to enable data-driven decision-making across the enterprise.



TREND 1

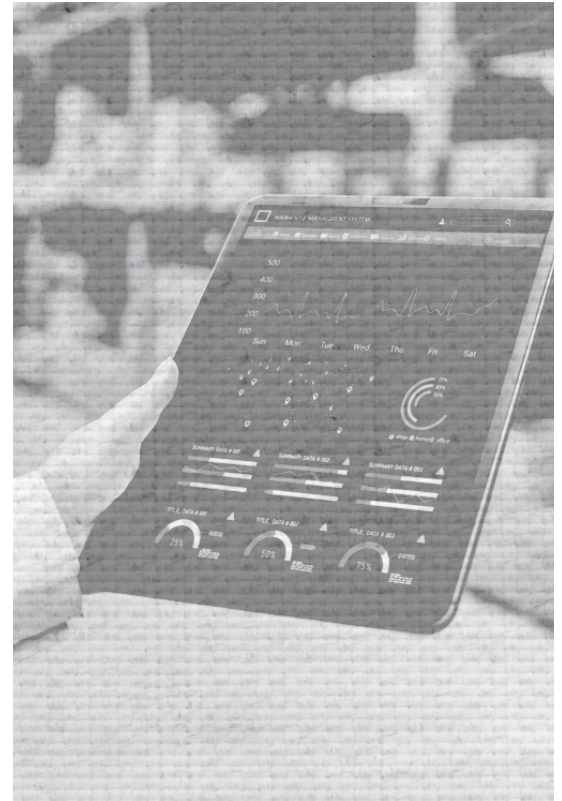
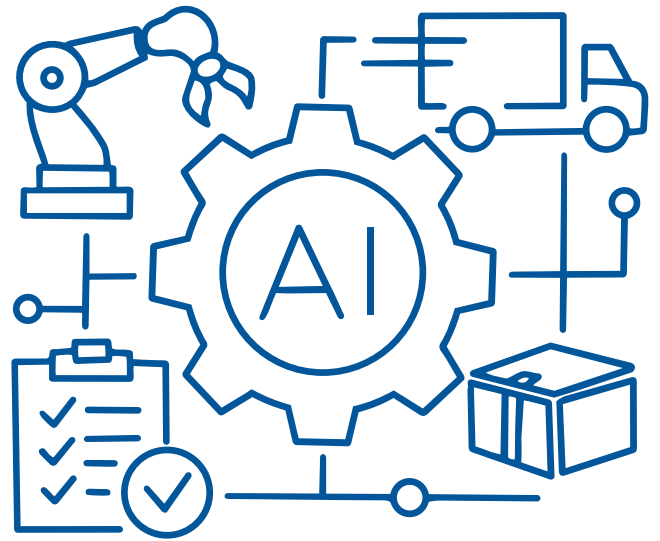
Expansion of AI Use Cases within Supply Chain

In 2026, we anticipate the focus of AI utilization to rapidly expand beyond planning to include greater emphasis on execution. As agentic AI matures, organizations are starting to venture into autonomous supply chain execution, often with [minimal or no human intervention](#) required.

Within the planning function today, AI is primarily leveraged to [enhance decision-making](#): improving the quality of forecasts, identifying trends, and recommending actions or exceptions for teams to evaluate. Going forward, we can expect to see organizations experiment with agentic AI to directly make business decisions and act instead of recommending actions for teams to implement. Rather than relying on planners to interpret insights, revise orders, and develop production schedules, agentic AI can assess all available information, determine the best course of action, and autonomously carry out these tasks. However, achieving this vision requires organizations to shift their approach across several key areas.

Data quality and analytics maturity play a foundational role in adopting an AI-driven approach. Organizations with high levels of maturity in this area can implement faster and extend AI across a wider set of use cases, but that doesn't mean others can't start realizing the value of [AI within strategic areas](#) and focused use cases. Investing in data engineering, data governance, and advanced analytics to ensure foundational data is consistent and reliable drives the potential for [unlocking further AI capabilities](#). As part of that foundation, organizations also need to evaluate how they're factoring in today's rapidly changing environment and the relevance of historical data given the constant change in recent years (*e.g. COVID impacts, tariffs, purchasing pattern changes*) as advanced models and data tools are heavily reliant upon the accuracy of this data.

Governance frameworks and guardrails are equally critical to setting agentic AI up for success and aligning the utilization approach across the organization. Clear boundaries need to be defined for when agentic AI can act independently, when

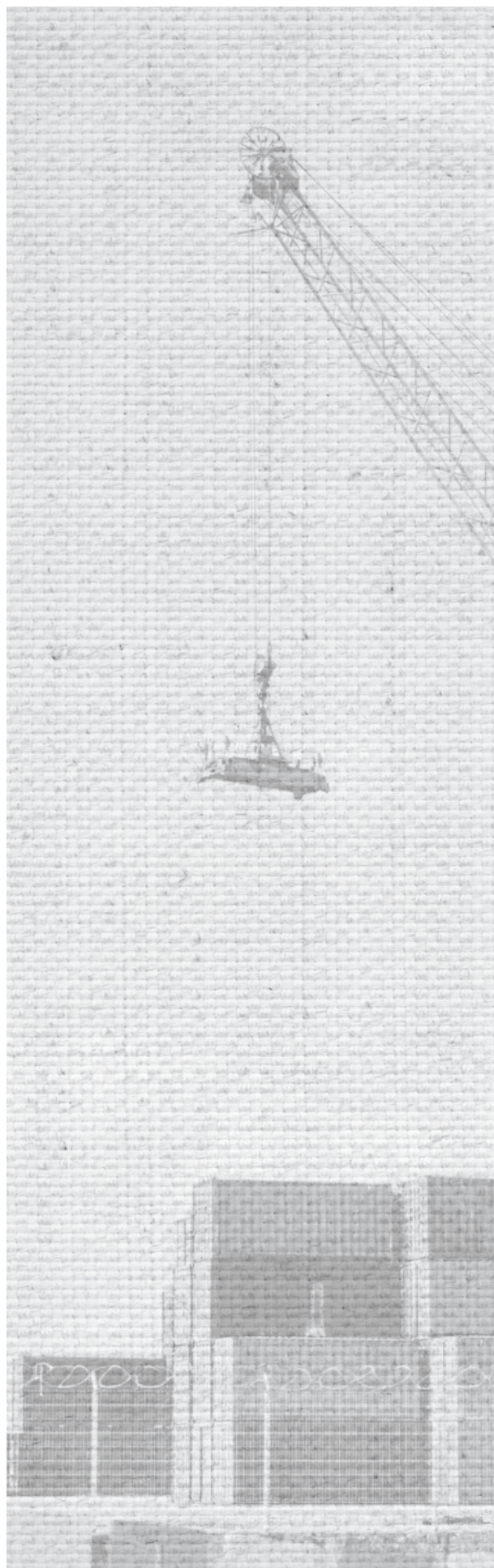


decisions need to be escalated, and where human approvals remain essential. Doing so helps ensure autonomous execution stays aligned to business strategy, customer commitments, and the organization's overall risk appetite.

Cross-functional alignment and business process redesign are also needed to support an AI-driven approach. Enabling agentic AI across business functions (e.g. *planning, sourcing, production, logistics, and customer operations*) requires new ways of working, along with mechanisms to integrate decisions across various functions so organizations can optimize solutions and create a more adaptive, resilient supply chain.

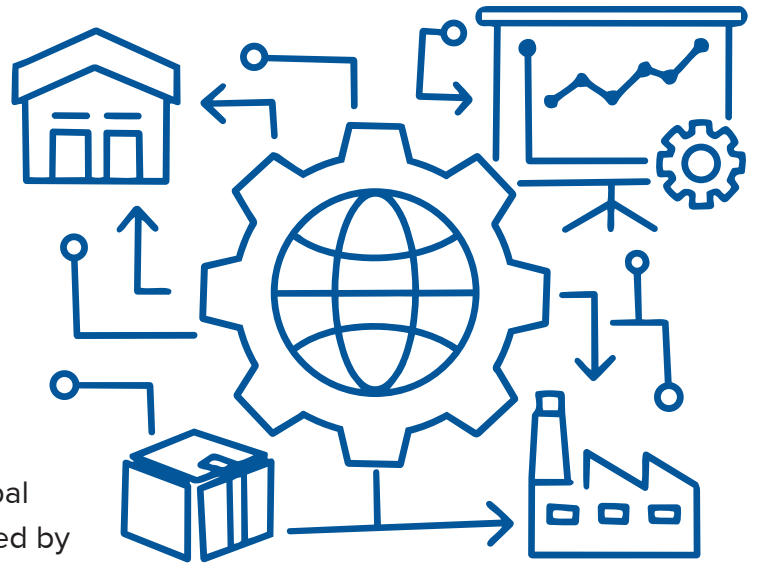
Finally, successful adoption depends on closing the gap between [AI literacy and business expertise](#), supported by key layers of talented individuals with skillsets that span both areas. In parallel, performance measurement should evolve to evaluate the effectiveness of AI-driven models.

Organizations should monitor the learning rate at which models incorporate new data, adjust to changing conditions, and refine the logic used to make decisions. They should also assess the time taken to detect issues, which helps clarify how quickly the system can identify anomalies or supply chain disruptions, enable quicker intervention, and reduce downstream impacts. Advanced planning tools are incorporating AI capabilities to enhance planning efficiency and drive the organization to focus on the true exceptions that need to be managed.



TREND 2

Managing Supply Chain Uncertainty with Network Design & Optimization



As organizations navigate the increasingly complex global landscape, 2026 is shaping up to be another year marked by supply chain uncertainty. Changing geopolitical conditions, tariffs, inflation, and other factors continue to challenge supply chains by increasing cost volatility and disrupting [global trade flows](#). These pressures highlight the need for organizations to focus on [network design](#) to increase flexibility and establish more resilient operating models that can withstand the ongoing unpredictability.

Leading organizations are leveraging advanced modeling tools, digital twins, and scenario planning to conduct [network design analysis](#). The goal is to optimize operations and limit vulnerabilities, while delivering high levels of service at a sustainable cost. Adaptability within the supply chain is also becoming the norm, with organizations building multiple options into their networks so they can pivot sourcing strategies, shift transportation modes, or adjust manufacturing locations as market conditions change.

These changing dynamics highlight the critical role of proactive risk management within the supply chain. Leading organizations are making risk management a priority within daily decision-making rather than a periodic assessment exercise. To [sustainably operate](#) that way, organizations must continually monitor factors that will influence the supply chain (*e.g. geopolitical environment, inflation*) and determine how to build risk mitigation into their planning systems. Essential to this is a governance framework that triggers the organization to action when certain thresholds are met. This shift to an anticipatory risk management strategy is essential to establishing an adaptable supply chain.

Organizations that adopt an “always on” mindset for network design – and use it to build adaptable supply chains, [strengthen their networks](#), and embed robust risk management practices – will be far better positioned to maintain service continuity and navigate uncertainty with confidence. The days of being able to conduct infrequent network analysis and set plans in place for several years have passed, given the current levels of uncertainty impacting supply chains and rapid technological developments. Organizations are increasingly relying on the network design capabilities of solutions like [Logility’s](#) Network Design Optimization module to continuously model the impacts of different scenarios.



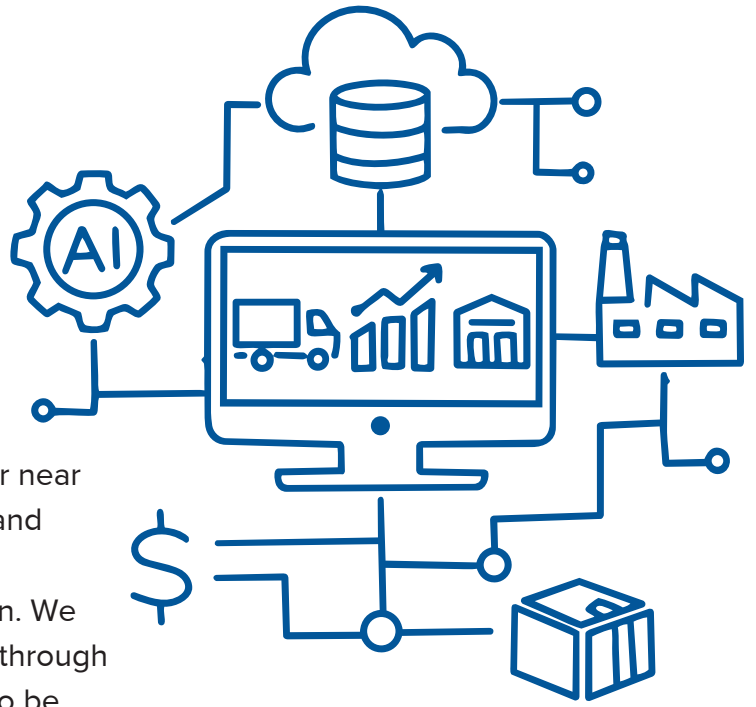
TREND 3

Leveraging Integrated Technology to Drive Supply Chain Outcomes

As organizations continue to look for ways to improve and optimize supply chain costs, the focus will be on data-driven integrated systems. The flow of real-time – or near real-time – data across supply chain, financial planning, and sales planning systems improves responsiveness and strengthens decision-making throughout the supply chain. We expect to see the transformation and integration of data through data lakes, allowing data derived from multiple sources to be harmonized, made accessible across the organization, and used to broaden AI applications.

Key to the success of implementing new technology is a focus on intended outcomes rather than implementation alone as well as the robustness of a software selection process. Organizations solely focused on implementation without clear goals and intended use cases frequently fall short of desired results. Implementations and integrations designed with use cases and targeted results in mind (e.g. *integrating demand planning and TPM tools to optimize joint development of demand & sales plans*) are more successful in achieving intended results (e.g. *improved forecast accuracy leading to reduced inventory carrying costs*). A [holistic software selection](#) process creates clarity in mapping fit of technology to an organization's needs, goals, and use cases with a consistent, objective framework.

At the core of the selection process is the assessment of solutions to meet the defined business requirements. As a starting point, organizations need to have a deep understanding of the outcomes they would like to achieve (e.g. *improving forecast accuracy, strengthening customers service, reducing inventory*). An aligned cross-functional team engaged through the process is necessary to ensure a [holistic perspective](#) from requirements, to review, to scoring, and through selection. Formalizing a structured RFP and establishing clear grading criteria will enable a consistent approach to scoring vendors and technology, while providing ample visibility to the reasoning behind rankings.



Through these evaluations the organization shouldn't just be assessing the technology, but also scoping out a path to implementation. Developing roadmaps, identifying core project team members, and assessing additional system impacts, stakeholder impacts, and resourcing requirements should all be considered throughout the analysis. Planning these activities during the selection process enables organizations to identify roadblocks early, evaluate varying implementation requirements and costs per vendor, and select a partner that can achieve the overall business goals.

Leading organizations are expanding their selection criteria beyond functional requirements. Increasing interconnectivity in the technology landscape means solutions are more intertwined and exposed to risk. With this, cybersecurity and compliance considerations now must sit at the center the selection process to ensure the technology can integrate safely and securely within the organization's ecosystem. Organizations are prioritizing solutions that support compliance with evolving regulations around data privacy, cross-border data flow, and industry-specific security requirements. Cloud-based platforms must meet higher thresholds for resilience, data governance, and continuous monitoring as they pose a higher vulnerability risk, and integration capabilities now need to be evaluated for their potential to introduce vulnerabilities to the overall network.

Navigating this increasingly complex environment requires expertise that spans supply chain, technology architecture, cybersecurity, and change management. Solutions like SAP IBP and Logility are building platforms that achieve these goals and align organizations to a consistent planning and execution platform. Crucial to realizing ROI of technology implementations and business transformations is selecting a trusted partner to guide through the full technology selection journey from defining business requirements to [evaluating vendors](#) to ensuring that chosen solutions align with long-term supply chain strategy.



Looking Ahead

In 2026, supply chain transformation will accelerate through rising AI adoption and deeper integrations across core technologies. Organizations will experiment with and hone in on specific AI use cases within supply chain planning and execution to drive cost savings and efficiency within the supply chain. Ongoing supply chain uncertainty and increased cybersecurity risk will continue to challenge organizations, highlighting the importance of assessing supply chain networks and optimizing supply chains to be agile and adaptable, while emphasizing the importance of risk management within daily operations.

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