

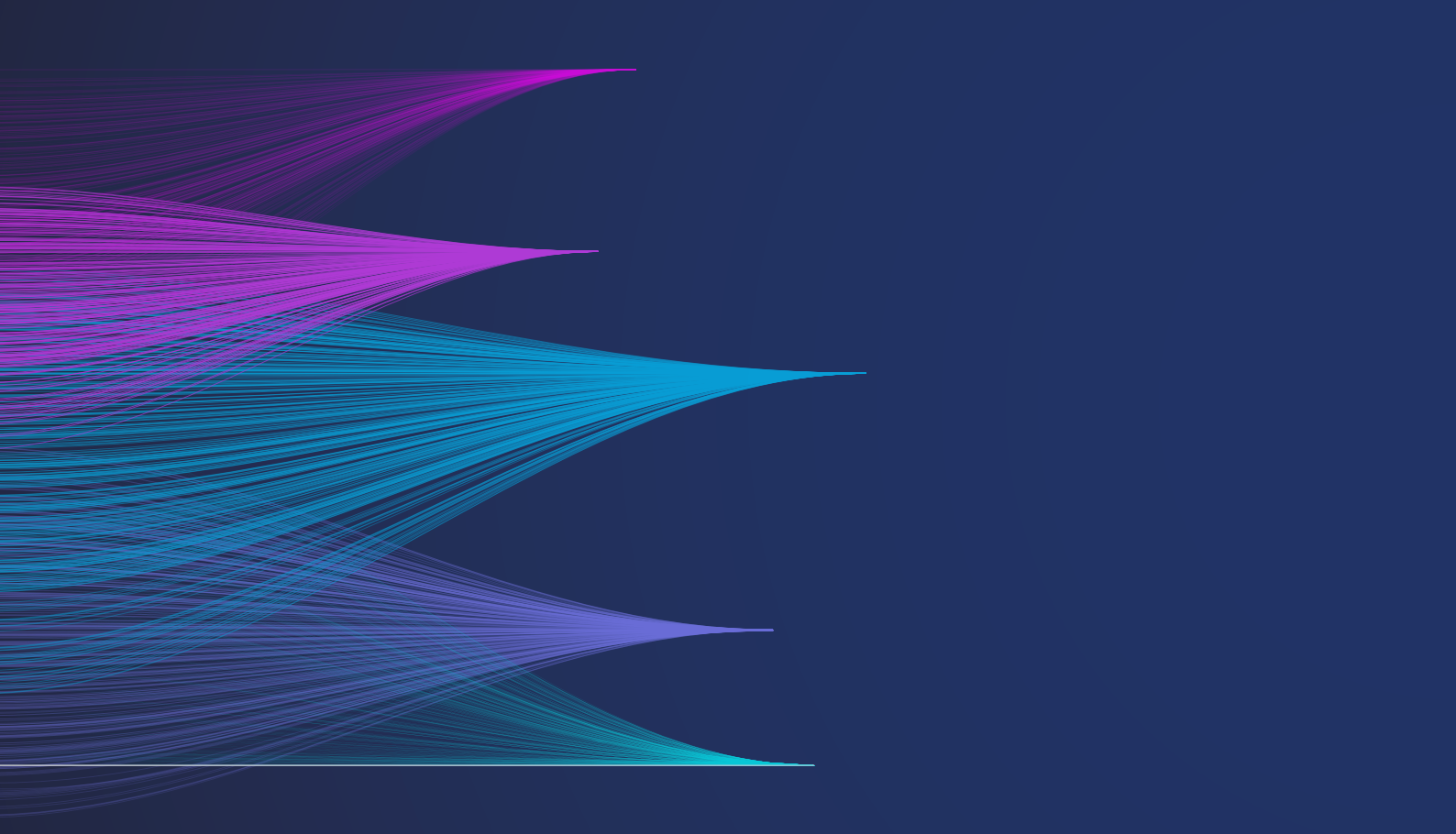


DARDEN SCHOOL
of BUSINESS

THE SUPPLY CHAIN AI READINESS REPORT

Why Operational Discipline
Determines Agentic AI Success

By Michael DuVall
and Dr. Timothy M. Laseter



ABOUT THE AUTHORS

Michael DuVall: Mike is the Global Head of Strategy for GEP, a leader in the advancement of AI in the supply chain. With over 20 years in strategy consulting, he specializes in redefining operational frameworks through market-back approaches across industries. His mission is to move organizations beyond fragmented pilots toward agile, intelligent supply chains that leverage AI to unlock sustainable competitive advantage and new levels of value creation.

Dr. Timothy M. Laseter: Tim is a Professor of Practice at the University of Virginia's Darden Business School and the LaCross AI Institute. A former partner at Booz Allen & Hamilton and Managing Director at PwC-Strategy&, he has authored four books and over three dozen practitioner articles on business model innovation. His work bridges academic research with decades of global consulting experience, helping Fortune 50 corporations and startups alike navigate the evolution of supply chain operations.

INTRODUCTION

More than half of supply chain professionals are probably using generative AI. But fewer than 1 in 10 of supply chain AI pilots have identified what it takes to translate that enthusiasm into industrial-scale results.

This gap between individual adoption and enterprise-wide performance defines the central challenge facing supply chain leaders today.

Through our research and interviews with senior supply chain executives, we have identified a group we call the “Performance Elite.”

These leaders have successfully moved beyond AI pilots to disciplined operational automation and achieved remarkable results. They aren’t just seeing incremental gains. They are doubling productivity, reducing error rates, and compressing response time.

Across the board, these elites attribute their success to a fundamental redesign of the work itself.

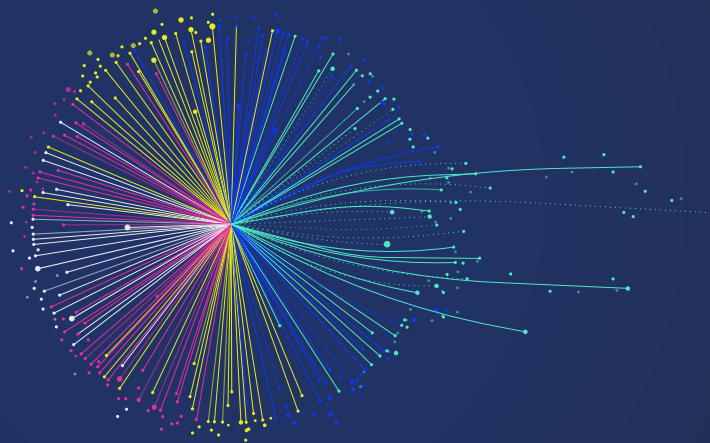
Majority of the market, however, remains in pilot purgatory.

AI tools proliferate, but enterprise capabilities do not. Individual productivity improves while end to end organizational performance barely moves.

The missing ingredient is not model accuracy or computing power. It’s operational discipline and Lean thinking. The results achieved by the Performance Elite require more than a better algorithm. They demand what we call “Intelligent Value Streams.”

These leaders recognized a truth that remains hidden from most: to scale agentic AI, you must first redesign the work itself. They chose to slow down to speed up — clarifying strategic intent and Lean logic before delegating decisions to machines.

While others wait for AI to solve their problems, the elite have built a new operational architecture designed for an autonomous future.



THE SCALING GAP

Drawing on decades of combined experience in operations strategy and ongoing conversations with supply chain executives, we developed a framework to assess agentic AI deployment maturity.

The **GEP Agentic Scaling Framework**, a proprietary maturity matrix, evaluates 10 critical vectors across three developmental horizons: identify and plan, pilot and refine and, ultimately, operationalize and scale.

EXHIBIT 1: GEP Agentic Scaling Framework

Identify & Plan	Strategic Alignment	>>	Is AI embedded as a competitive advantage or merely a reaction to the hype?
	Use Case Definition	>>	Are use cases driven by on-the-ground understanding , with KPIs to exceed?
	Stakeholder Engagement	>>	Did you engage stakeholders or merely pursue “best practices”?
Pilot & Refine	Scope & Design	>>	Are pilots modular & reusable for rapid replication rather than a one-off pilot?
	Success Metrics	>>	Are you employing multi-variate metrics beyond mere productivity?
	Governance & Ownership	>>	Do you have a formal AI governance model with cross-functional ownership?
	Feedback & Iteration	>>	Are you tracking progress to enable continuous learning and adoption ?
Operationalize & Scale	Change Management	>>	Have your efforts addressed the necessary change management challenges?
	Talent & Capability	>>	Are you re-thinking your talent strategy for the Age of AI?
	Performance Management	>>	At scale, can you continue to optimize value realization ?

To test the framework, we conducted a broad survey of practitioners and further interviews focused on supply chain operations. (See the About the Survey on page 18)

We first fielded the survey at GEP INNOVATE 2025 in November at New Orleans, drawing respondents from companies spanning retail, automotive, CPG, and pharmaceuticals.

The following month, we refined the survey through conversations at the University of Virginia’s Ethical AI in Business conference sponsored by the LaCross Institute, where Peter McCrory, Anthropic’s head of economics, presented research confirming the pattern: individual adoption runs ahead of enterprise deployment.

In total, 180 executives participated in the study, and among them only a dozen reported that they had launched and broadly scaled AI pilots in supply chain operations. Our findings align

with published research from Anthropic¹ showing that generative AI adoption is highest in coding and other high-skill tasks, with greater traction in individual workflows than in deployments accessed through corporate APIs.

For most organizations, operational scaling of agentic AI has failed to launch.

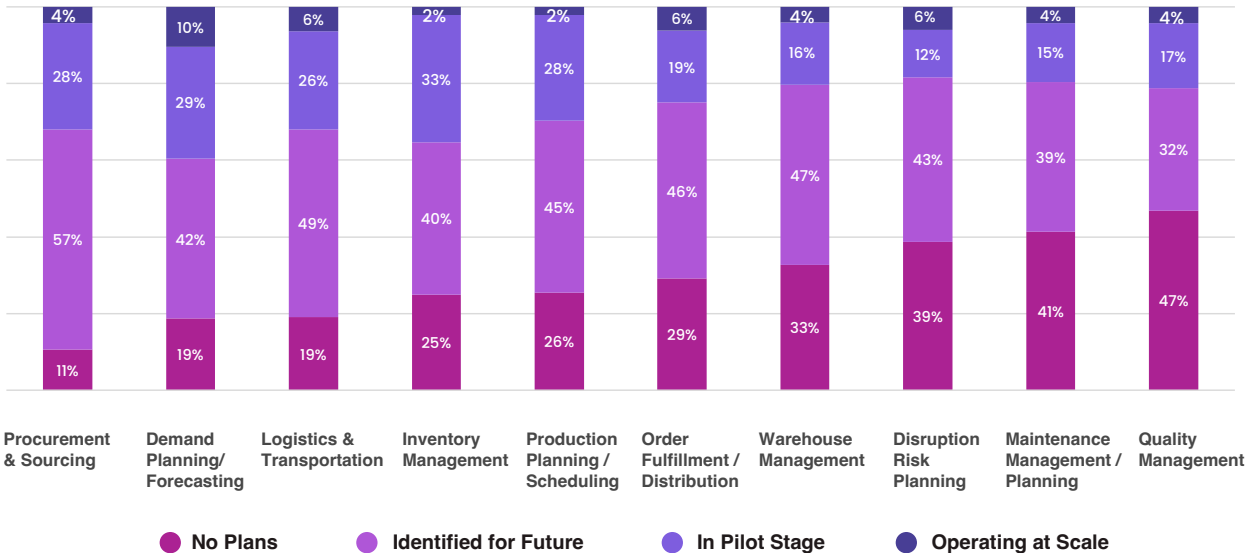
Procurement and sourcing show the widest gap between ambition and execution: only 11% of respondents have no plans, yet just 4% are operating at scale.

Demand planning/forecasting has the highest level of scaling, though still a mere 10% of respondents have progressed to that stage; nearly three times as many remain in the pilot stage.

Exhibit 2 summarizes how respondents describe adoption across a range of supply chain functions.

EXHIBIT 2: Status by Function

What is the status of your planning and deployment of AI by supply chain operations function?



Separately, we asked which function had yielded the most successful AI use cases and which had proved the most challenging.

Procurement and sourcing was cited more often than any other function as the most successful deployment (though mostly still in pilot).

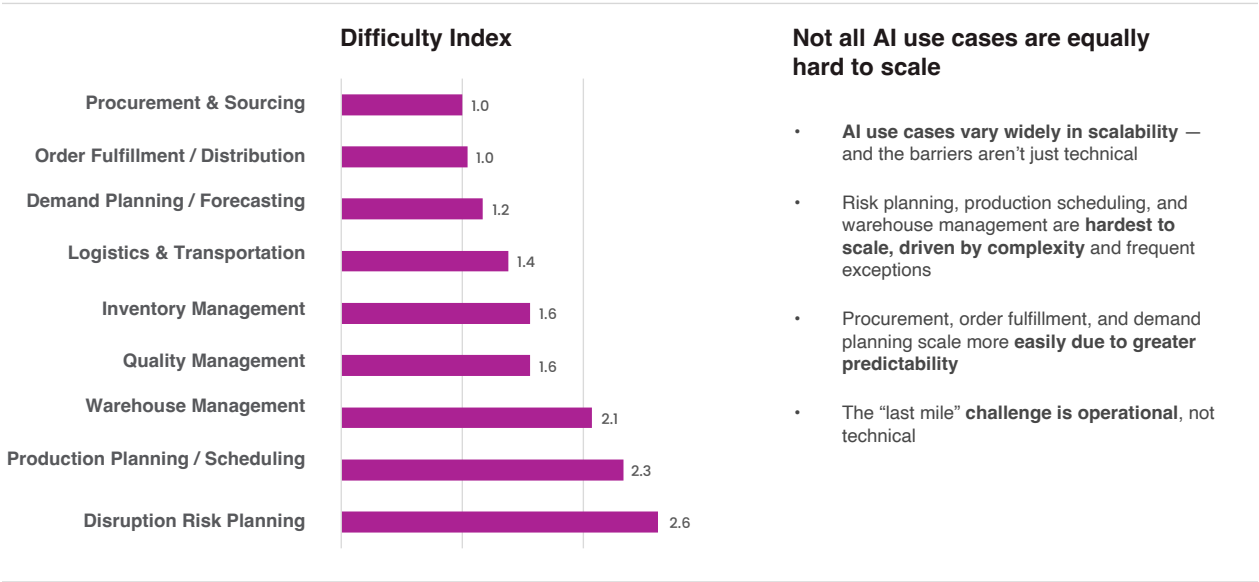
The respondent pool likely influenced that result but demand planning/forecasting also ranked

high—consistent with the broader Economist Impact survey, commissioned by GEP in 2024.²

But the same functions that some respondents cited as successes, others found most challenging.

To synthesize the different views of the respondents, we created a Difficulty Index for functional scalability as shown in Exhibit 3.

Exhibit 3: Difficulty Index



Scaling challenges vary widely across different AI use cases — a reality likely reflecting challenges beyond the code.

Processes that have complex or frequent exceptions to manage — such as risk planning, production scheduling, and warehouse management — prove the most difficult areas to scale.

By contrast, procurement, order fulfillment, and demand planning tend to be more predictable and further removed from day-to-day challenges.

Processes connecting signals across a complex set of factors seem well-suited to AI in principle.

In practice, however, such processes tend to be customized: data sources, triggers, and response actions vary widely by industry, geography, and operating model, which makes scaling hard.

Taken together, the use cases that are hardest to scale seem to be those that require high human intervention, suggesting that the “last mile” of AI success isn’t a technical hurdle, but a human one.

But the Performance Elite have been able to bypass this friction. They have done this not by removing the human but by using Intelligent Value Streams to gather the appropriate context autonomously — leaving only the high-value, final decision to the person.

We examined specific use cases, digging beneath the rankings through interviews and secondary research.

Spend analysis, which ranked high in the Economist Impact survey, can benefit from combining common category intelligence with a company’s unique spending patterns — often as an effective point solution. The larger value, however, comes from redesigning transaction-intensive workflows such as inventory management and forecasting to leverage more data, faster.

Our survey results allowed us to classify respondents based upon the governance structure employed. When organizations lack a formal governance mechanism, the default tendency is

to chase half-baked ideas from the hype cycle. An executive sponsor issues a top-down mandate to embrace AI, and the organization jumps through hoops chasing shiny objects.

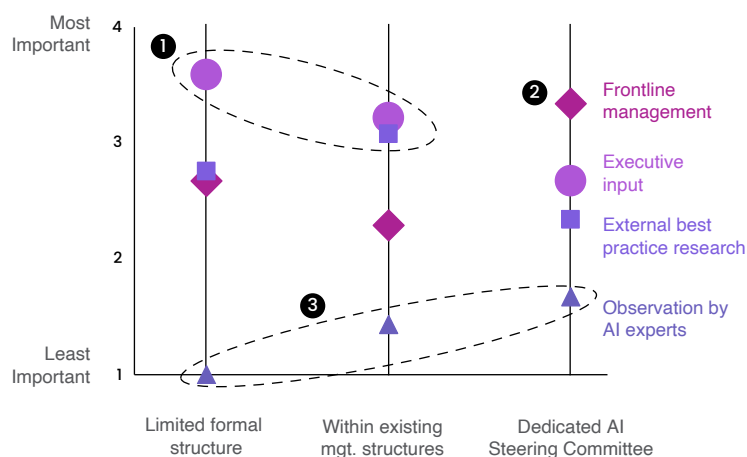
Programs operating within existing management structures have more balance but offset the executive mandate with “best practice” research.

The Performance Elite, however, employ a model of bottom-up intelligence with top-down governance.

By building a formal AI steering committee, they start by tapping frontline expertise to identify use cases addressing existing operational problems while maintaining strategic executive guidance.

Exhibit 4: AI Use Case Sources

What were the primary sources for identifying use case opportunities?

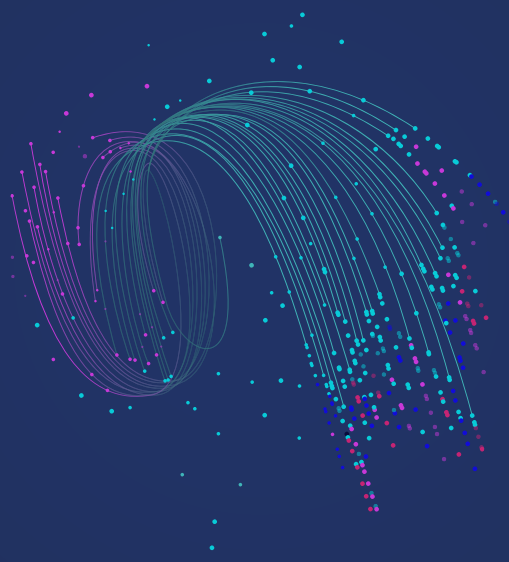


Use case identification varies across governance structures

- For organizations with less formalized AI governance, use cases are **driven top-down by executives** and treated as just another IT project
- Those with dedicated steering committees instead **start with frontline processes** and treat AI as a comprehensive strategic change program
- Across all maturity levels, organizations **consistently underutilize AI experts**

While few have successfully scaled agentic AI in supply chain operations, leaders who are succeeding — and many who are not — remain confident about the opportunity.

In the sections that follow, we synthesize what we learned quantitatively and qualitatively and offer a practical path to improving the odds of industrial-level scaling.



WHAT THE WINNERS DO DIFFERENTLY

Amazon, unsurprisingly, was an early mover in machine learning-enabled inventory planning. It was a transaction-heavy process ideally suited to AI augmentation. A key trigger for the redesign was the shift from two-day to one-day Prime delivery.

The two-day promise allowed cross-shipping between distribution centers; one-day delivery required keeping the right inventory at a local distribution center. The shorter delivery promise reshaped operations strategy: fewer SKUs qualified for Prime, and inventory management shifted from low-cost transshipments to enhanced local prediction.

Amazon's shift to one-day delivery represents a masterclass in Intelligent Value Streams. They didn't just automate inventory management; they redesigned the entire operational flow to prioritize local prediction, earning the right to automate through that structural redesign.

Fortunately for Amazon — and perhaps uniquely based upon our research results in Exhibit 4 — the company has a large cadre of experts which it can deploy to observe the existing processes and apply the latest AI tools.

While the mathematical techniques behind Amazon's approach may be beyond the day-to-

day toolkit of most corporate inventory teams, the metrics that matter — out-of-stocks and days of supply, for example — are easy to measure and directly tied to profitability. That makes them well suited to reinforcement learning in an agentic world.

As Amazon researchers put it: “We learned things by experimenting with real production implementations that we could never have learned from simplified models or simulations alone, given the complexity of the real-world dynamics of our supply chain.”³

C.H. Robinson has become a poster child for scaled AI in supply chain operations: more than 30 agents, 3 million tasks processed, 40% productivity improvement.⁴ The story also highlights a consistent differentiator in our research: leadership with the right combination of strategic intent and operational discipline.

Dave Bozeman joined C.H. Robinson as CEO in 2023 after roles at Amazon, Caterpillar, and Harley-Davidson — companies where Lean thinking is cultural, not just procedural. He has long emphasized active involvement by business leaders: “You need to become hands-on. That means going deep and understanding your workflows, understanding your data.”⁵

Bozeman represents the shift from executive mandates to operational discipline. While nearly 40% of our survey respondents are chasing “AI initiatives driven by executive sponsor goals more than business strategy,” the leaders at C.H. Robinson view AI as strategic rather than a software plug-in.

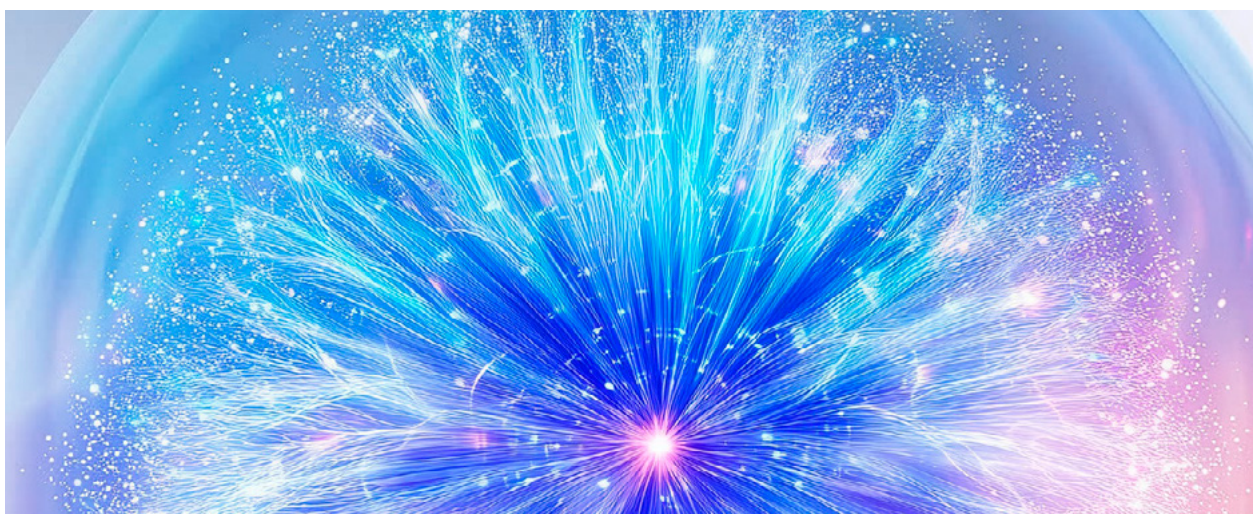
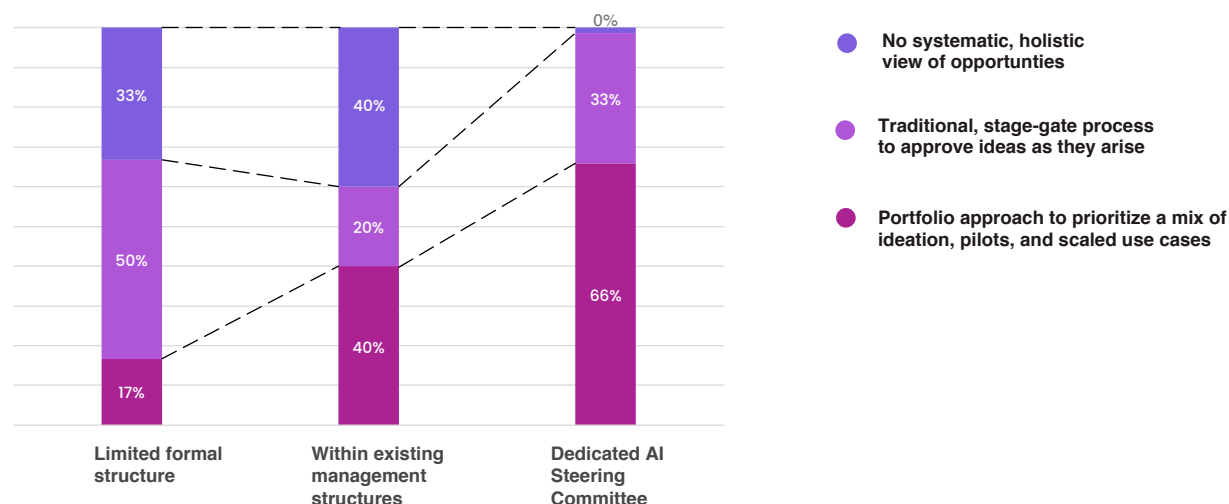
Organizations that scaled beyond pilots were far more likely to have a dedicated AI steering committee — one that met regularly, assessed

opportunities through a portfolio or stage-gate approach, and tied funding decisions to demonstrated value.

And, as shown in Exhibit 5, one-third of the respondents lacking a formal governance structure had no systematic, holistic views of opportunities. Two-thirds of those with a dedicated AI steering committee, however, applied a portfolio approach and none of them lacked a systemic, holistic view of opportunities.

Exhibit 5: Holistic Views

How do you manage the opportunity pipeline of AI use cases?





LEAN THINKING, REIMAGINED

At the most basic level, successful companies are applying classic Lean thinking: document the process, identify waste, and only then automate. One interviewee drove home the point repeatedly: “Don’t try to use AI to fix a problem. Fix the process and then use AI to make it efficient.”

Implementers of agentic AI should step back before automating individual tasks — for example, producing a more accurate demand forecast model — and reconsider the workflow design.

Is a monthly cadence still right? If routine work is automated, does a weekly cycle become feasible? Which decisions can (and perhaps already should) be made more frequently?

Most fundamentally, the new AI tools can synthesize large volumes of data and respond in near real time which could allow a company to change the objective of the process itself. Rather than predicting demand and ensuring inventory coverage, for instance, agentic AI could explicitly shape demand to move idle inventory with individual promotions tied to customer preferences and inventory availability.⁶

Answering these questions still requires a detailed understanding of the current process — the kind of clarity that Lean principles were designed to provide.

However, in the age of agentic AI, improvement goes beyond simply identifying *muda* (waste) or smoothing out production schedules.

While the discipline of asking *Why?* five times to find a root cause remains essential, agentic AI fundamentally expands the solution set. The why remains the same, but the how for solving it — and the speed for doing so — changes entirely.

The Lean revolution was built through hands-on coaching and specialized mentorship. The agentic AI revolution demands a similar level of rigor, but a different kind of expertise. Just as scaling Lean ultimately required formal training and certification of black belts who could apply the principles across many processes, redesigning a process for AI requires a broader set of skills.

Experts today must bridge the gap between operational logic, domain expertise, and an understanding of the strengths and limits of AI models. Tools like Claude put powerful capabilities in untrained hands. Many users don’t understand the mathematical logic behind generative AI and apply it in domains where they lack expertise.

Shifting from human to machine also demands a new Lean mindset. Humans learn through coaching and extrapolate from a limited set of examples to broader principles. Managerial

feedback refines those principles over time through standard operating procedures.

AI learns differently: it needs many examples to refine behavior, and it can't always explain its reasoning. On the positive side, it can absorb far more information much faster than a human. That makes data quality a gating factor.

In a traditional setting, we improve performance by coaching the person. In an agentic setting, we improve performance by refining the data. As one interviewee put it: "Training per se doesn't happen... we enrich the data."⁷

In practice, data needs continual refinement, such as automated data cleansing and anomaly

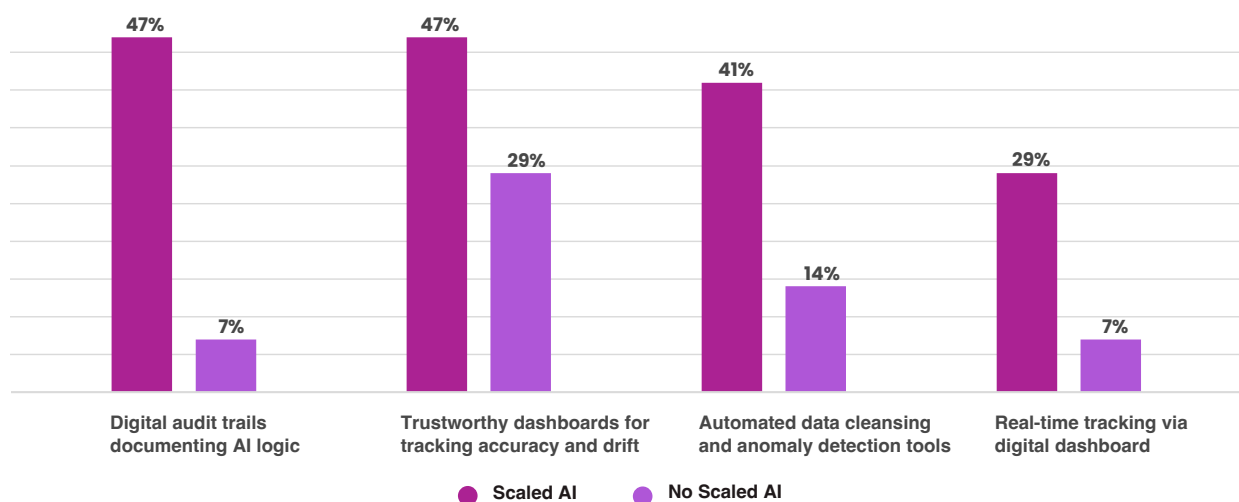
detection tools managed by trained data engineers.

Ensuring data quality is therefore not simply an issue of hygiene; data is core.

In our survey, as shown in Exhibit 6, those who have found success in scaling agentic AI bring far more discipline to managing digital data. Those with scaled AI are three times more likely to apply classic techniques of data engineering such as automated data cleansing and anomaly detection. And they are four times more likely to employ real-time tracking via digital dashboards, and nearly seven times more likely to create digital audit trails documenting AI logic. Effective deployment of agentic AI requires depth in both the operating process and the toolset.

Exhibit 6: Digital Data Discipline

What techniques do you use to ensure accurate, transparent AI models built upon high quality data?



Teams charged with implementing and scaling agentic AI need to recognize that standard operating procedures can be in conflict with continuous-learning systems. They need enough technical fluency to understand what the models are doing and enough business judgment to design workflows that appropriately combine agents and human experts.

Scaling augmented agentic AI requires deep understanding of people as well as technology. Effective guardrails require understanding the cost of potential errors and whether human intervention will reduce or increase risk. These guardrails shouldn't be static — they should evolve as foundation models improve and your workforce becomes more strategic.



OPPORTUNITY AREAS

Admittedly, the leaders we can cite publicly tend to be larger companies who are already leaders in their industries.

In our survey, 21% of those who had scaled AI had revenues of more than \$20 billion and 23% of those who had not scaled AI had revenues below \$250 million. But 7% of successful AI scalers had similarly low revenues contributing to a pattern of successful case examples across all size ranges.

That said, we also found that even the best companies see opportunities for improvement. After all, majority of the survey respondents indicated pilots less than three months old across both their “most successful” and their “most challenging” initiatives with less than 5% having over a year under the belt.

Three opportunity areas stood out from both the survey and our interviews.

1. **Balanced Human Oversight**

Designing the right level of human intervention ranks as the first and foremost issue.

A recent Harvard Business School study⁸ highlights an example of a critical human factor in finding the right balance: an “accuracy obsession” in how people evaluate AI predictions.

The study examined situations in which human intervention varies in cost and consequence.

When human effort is low but failure is expensive — fraud detection was the research example — it can be rational to tolerate many false positives to ensure nothing slips through.

When the cost of action is high and the incremental value is low — adding labor for a potential demand spike, for instance — action should be reserved for only very high-confidence cases. The study found that people often prefer “accurate” models, even when the optimal operational decision rule depends on asymmetric costs.

Leaders must focus on asymmetric risk. In fraud detection, a false positive is a nuisance; in demand planning, an unverified labor spike is a capital drain. Intelligent Value Streams account for this by adjusting the “human-in-the-loop” threshold based on the cost of being wrong.

Deciding when to put a human in the loop therefore requires understanding both AI agents and humans.

Well-understood processes, such as updating a forecast with historic patterns, planned promotions, and macro trends, need little intervention. But a human can productively sanity-check a forecast if drawing upon knowledge not readily available to an AI agent, such as a hallway conversation about potential production issues.

In early deployments, an experienced human should monitor for edge cases and potential hallucinations until the model has developed true expertise... much like a new junior employee who requires proactive mentoring.

GEP has supported successful implementations by applying the Intelligent Value Streams concept.

First, segment the transactions by decision complexity and risk. Doing so helps avoid overly simplistic solutions as well as getting mired in the complexity.

Designing Intelligent Value Streams seeks “the simplicity on the other side of complexity,” the aspiration of Oliver Wendell Holmes Jr., the Chief Justice of the U.S. Supreme Court over a century ago.

Consider a global electronics manufacturer managing nearly 60,000 purchasing transactions.

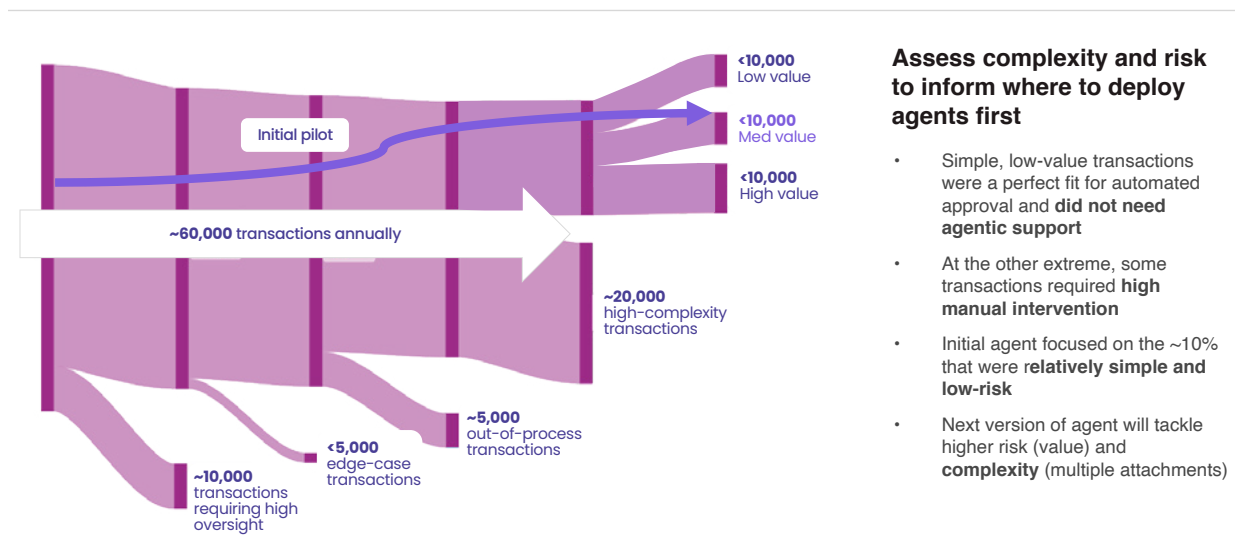
Rather than attempting to build a one-size-fits-all bot, the team applied Intelligent Value Streams to segment the workload into four distinct tiers:

- **Autopilot Tier:** 10% of requests with low spend value slated for immediate, zero-touch approval.
- **Agentic Sweet Spot:** Mid-range spend with standardized documentation processed with high confidence.
- **Complexity Tier:** High-spend/multi-document cases for iterative development.
- **Human Exception:** 15% of cases involving complex agreements where humans conduct root-cause analysis.

By pathing these requisitions correctly, the organization avoided the trap of trying to solve every edge case at once.

The other two opportunity areas likely reflect that nascent state of development of agentic AI in the corporate environment across the board.

Exhibit 7: Intelligent Value Streams



2. Stakeholder Management

As shown in Exhibit 8, both the successful scalers and the laggards have not actively engaged affected stakeholders and accordingly a significant portion are unaware or unsupportive.

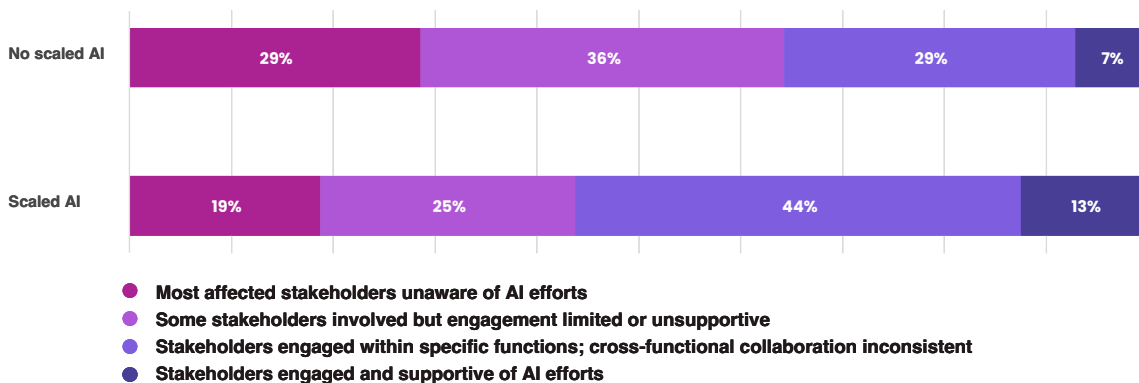
That's where the importance of stakeholder management comes in. Cross-functional teams engaging broadly tap the expertise of the organization to improve the solutions and, equally

importantly, they lay the groundwork for effective implementation.

According to a Pew survey in the fall of 2025,⁹ half of the American public is more concerned than excited about AI. That number is lower in other parts of the world, but only in Israel and South Korea do the percentage of citizens more excited than concerned exceed the dominant pattern. That said, a converted Doubting Thomas can be the most effective disciple in driving organizational change.

Exhibit 8: Stakeholder Engagement Gap

What is the typical level of stakeholder engagement in the AI use case initiatives?



3. Talent Management

Given the limited success of scaling and continued uncertainty of how stakeholders will be affected, even the leaders have invested little in redesigning talent management as shown in Exhibit 9.

Agentic AI shifts improvement work from physical, core commercial processes to supporting knowledge work. That raises the bar: leaders need to rethink workflows for augmentation, not just automation.

Newly released research from the Burning Glass Institute¹⁰ suggests this shift is visible in job postings before and after the introduction of LLMs: skills that are easy to automate appear less

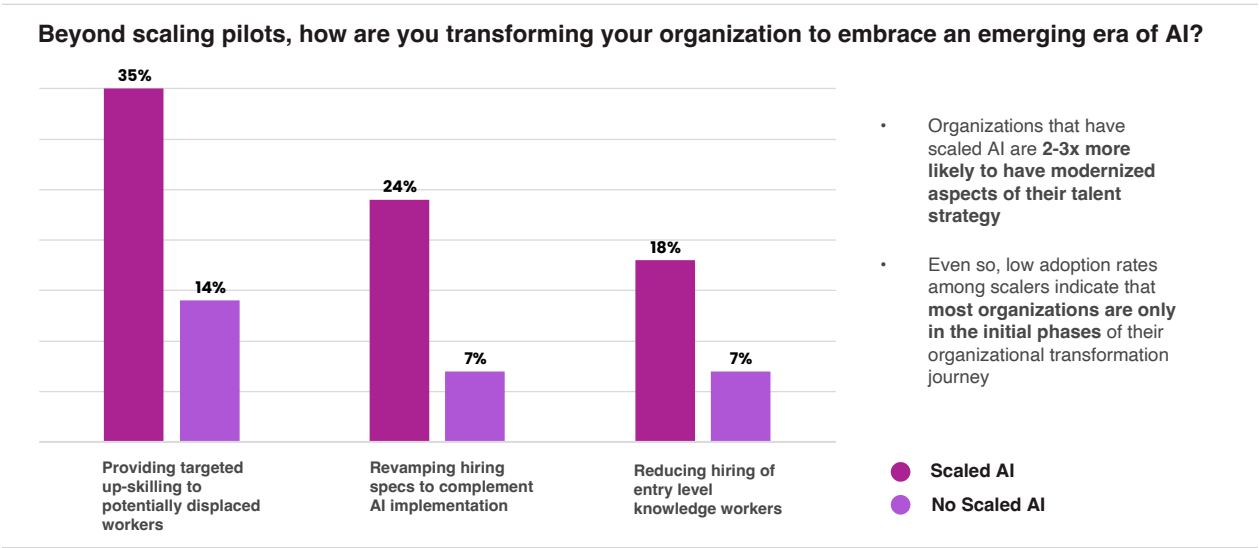
frequently, while skills that can be augmented are growing faster. A typical hiring spec still requires both, but the mix is changing.

While the shifts are already visible on the margin, supply chain operations executives need to address talent management more strategically in the age of AI.

Creating spreadsheets and presentation slides can be automated; the judgment and human interface required to run an S&OP meeting cannot. But the work of 100 inventory analysts at a large retailer can be converted to 20 analysts supported by AI.

Determining — and evolving to — the right mix should rank among the most strategic issues for any executive aspiring to be a truly elite performer.

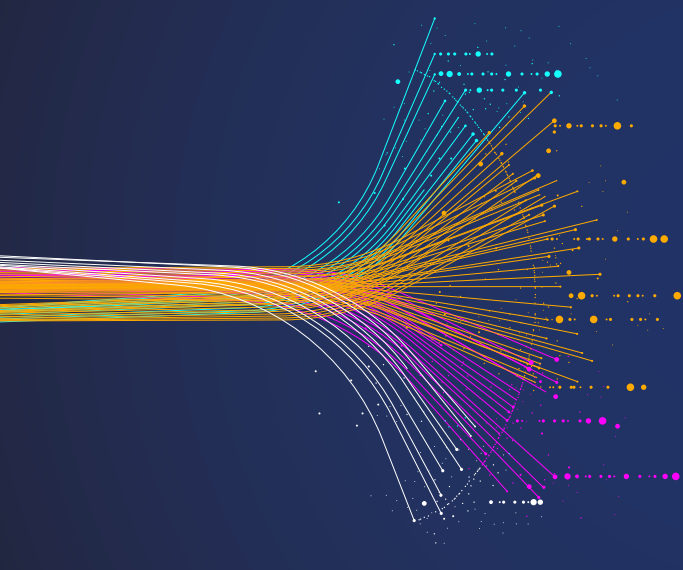
Exhibit 9: Strategic Talent Management Opportunity



The data in Exhibits 8 and 9 reveal the hidden friction of the AI revolution. While the technical logic is scaling, organizational readiness is lagging. Even the Performance Elite have yet

to fully engage stakeholders or redesign talent management. This suggests that the next great competitive advantage won't be a better model, but a better-prepared workforce.





A PRACTICAL PATH FORWARD

Agentic AI will matter in supply chain operations not because it generates better answers, but because it can take better actions — safely, repeatedly, and at scale — inside real workflows. Across our research, the primary hurdle was not the underlying technology, but the operational discipline required to integrate AI agents into end-to-end supply chain workflows.

Companies that move beyond pilots follow a distinct industrialization sequence. They don't just launch AI; they stabilize the environment for it. They tighten processes before automating them. They invest in data fidelity before pursuing autonomy. They design guardrails and decision rights before delegating judgment to machines. In doing so, they revisit not just how work is done, but what the objective of the work should be.

This shift creates opportunities that go beyond efficiency. With real time agents, demand planning can move from prediction to influence, inventory management from coverage to orchestration, and exception handling from reactive to preventive. But these gains accrue only to organizations willing to move beyond fragmented pilots toward Intelligent Value Streams — redesigning workflows end to end rather than layering AI onto broken processes.

Exhibit 10 offers a summary of the six key dimensions separating non-scalers and successful scalers.

At the most basic level, successful companies are applying classic Lean thinking: document the process, identify waste, and only then automate. One interviewee drove home the point repeatedly: “Don’t try to use AI to fix a problem. Fix the process and then use AI to make it efficient.”

Exhibit 10: The Scaling Blueprint: Six Dimensions of Operational Readiness

 NON-SCALERS		 DIMENSION	 SCALERS
Executive-Led (Top Down)	◀	 Idea Sourcing	▶ Front-Line Managers (Bottom Up)
"Stage-Gate" (IT Project)	◀	 Investment Logic	▶ "Portfolio" (Agile/Value-Driven)
IT / PMO Led	◀	 Governance	▶ AI Steering Committee
User Acceptance (UAT)	◀	 Primary Testing	▶ A/B Control & Logic Testing
Manual / Ad-hoc	◀	 Data Management	▶ Digital Audit Trails (6x more likely)
Standard ROI	◀	 Success Metric	▶ Strategic Enterprise Value

The difference is rarely technical. It is operational readiness: clear process definitions, disciplined governance, reliable data, and thoughtful handling of exceptions.

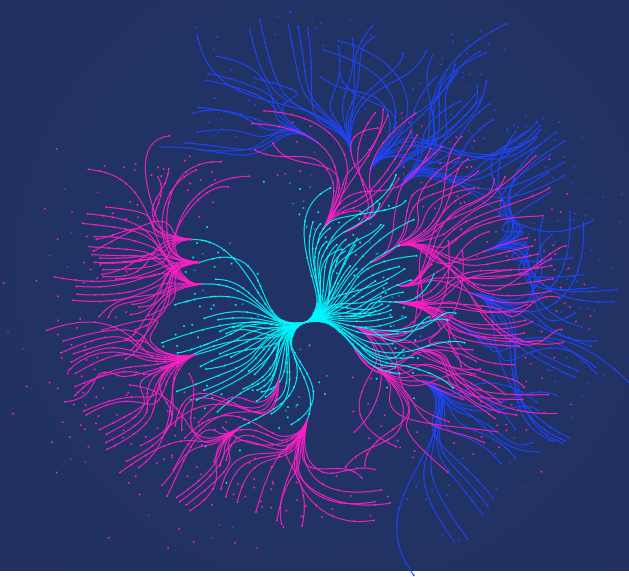
Bottom up experimentation — often driven by IT and amplified by the hype cycle — tends to start with tools and search for problems. The leaders who succeed start with a business problem redesign the workflow and only then introduce automation.

Point solutions can deliver quick wins. Durable advantage comes from execution at scale. As agents improve and organizations learn when to

trust them, performance gains will follow — but only where leaders apply a modern version of the Lean mindset: fix the process first, then use agentic AI to augment it

Operational discipline is the catalyst that turns agentic AI from an impressive demo into a durable competitive advantage. In the coming years, the divide will widen. While many companies will continue to chase the next algorithm, the Performance Elite will be busy running fundamentally better supply chain operations. They didn't just find a better tool; they earned the right to lead by building Intelligent Value Streams with operational discipline.





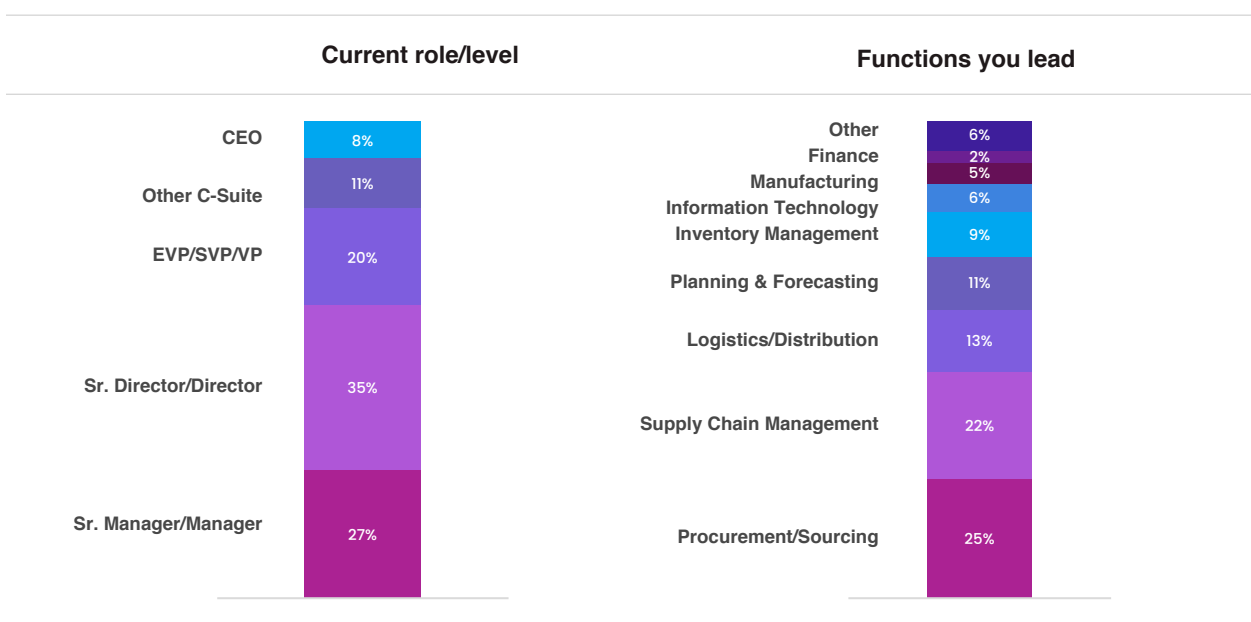
ABOUT THE SURVEY

This research was conducted jointly by GEP and the University of Virginia's Darden School of Business. Given the pace of change in AI, we used an iterative approach to refine the study design. We fielded an online Qualtrics survey with 22 substantive questions, developed to test our hypotheses, supplemented by in-depth interviews with senior leaders to capture real-world performance metrics.

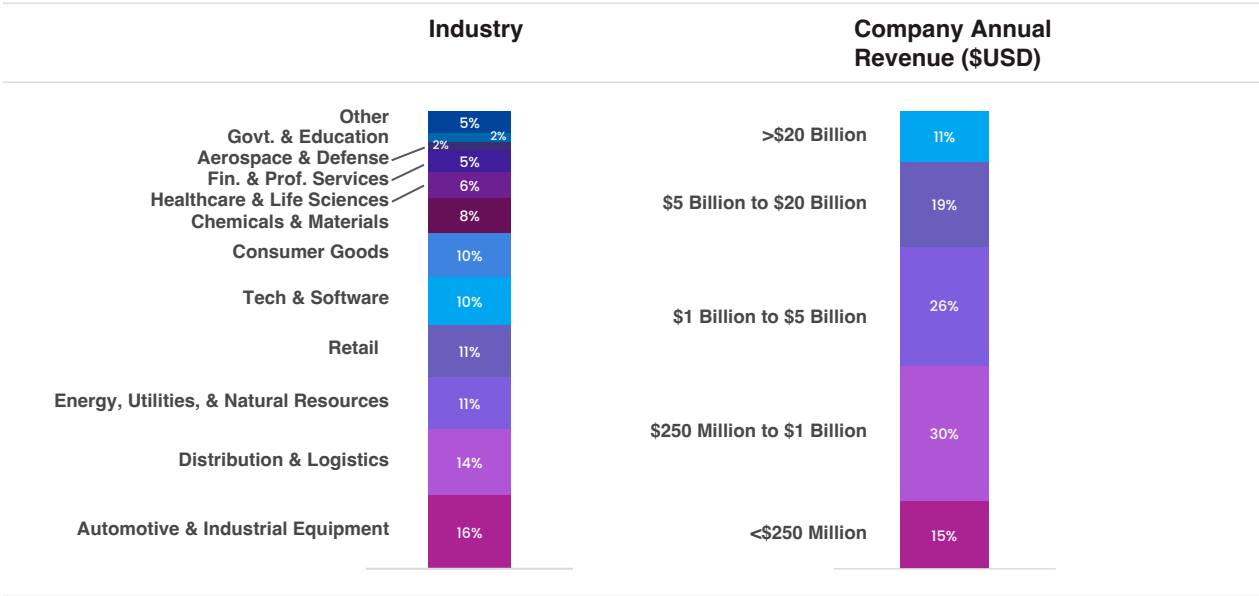
Respondents were senior supply chain leaders: just under 20% were C-suite, and just over that mark held EVP/SVP/VP titles, and roughly 35% were directors or senior directors; the remainder were managers and senior managers. As Exhibit 5 shows, respondents represented a broad mix of industries. The sample is not statistically representative of the U.S. economy (or the global economy), but it offers insight from organizations actively pursuing AI initiatives in supply chain operations.

METHODOLOGY

Respondent Roles & Responsibilities



Industry and Company Size



¹ <https://www-cdn.anthropic.com/096d94c1a91c6480806d8f24b2344c7e2a4bc666.pdf>

² <https://impact.economist.com/projects/next-gen-supply-chains/>

³ <https://www.amazon.science/latest-news/the-evolution-of-amazons-inventory-planning-system>

⁴ <https://www.chrobinson.com/en-us/about-us/newsroom/news/2026/how-a-lean-ai-strategy-delivers-results/#>

⁵ <https://sponsored.bloomberg.com/article/ch-robinson/from-hype-to-hands-on-how-a-lean-ai-strategy-delivers-results>

⁶ <https://www.strategy-business.com/article/A-Strategists-Guide-to-the-Digital-Grocery>

⁷ GEP interview with project manager of successful AI automation project for \$10B+ global food manufacturer.

⁸ https://papers.ssrn.com/sol3/papers.cfm?abstract_id=5253399

⁹ <https://www.pewresearch.org/global/2025/10/15/how-people-around-the-world-view-ai/>

¹⁰ <https://www.burningglassinstitute.org/research/beyondthebinary>



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GEP SMART is an AI-powered, cloud-native software for direct and indirect procurement that offers comprehensive source-to-pay functionality in one user-friendly platform, inclusive of spend analysis, sourcing, contract management, supplier management, procure-to-pay, savings project management and savings tracking, invoicing and other related functionalities.

GEP NEXXE

GEP NEXXE is a unified and comprehensive supply chain platform that provides end-to-end planning, visibility, execution and collaboration capabilities for today's complex, global supply chains.

Built on a foundation of big data, artificial intelligence and machine learning, GEP NEXXE is next-generation software that helps enterprises make supply chain a competitive advantage.

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