



Gartner®

Supply Chain Top 25 for 2024

Reflecting the very best in supply chain for 20 years and beyond

Superior supply chains deliver on the business's purpose

They don't just push products; they understand customer value, invest in demand management and promote innovation against ESG. The **Gartner Supply Chain Top 25** is a renowned annual ranking of the world's superior supply chains. From financial and corporate social responsibility data and community opinion, we identify, celebrate and profile companies demonstrating excellence in supply chain management. Clients use the peer benchmarks to make the business case for supply chain transformation and the best practices to accelerate supply chain performance.

Macro trends among this year's supply chain leaders



Attract and engage talent

Gartner Supply Chain Top 25 companies differentiate themselves by consistently funding people-centric strategies. Many of them are using AI to redesign and automate processes to reduce work friction and investing in knowledge management and learning and development (L&D) systems. Their CSCOs understand that redefining the skills, roles, relationships and structures within their organization are critical to driving high performance and engagement.



[Download our supply chain employee turnover report to learn 3 key talent shifts.](#)



AI-driven advances

Supply chain organizations are actively assessing the potential of generative AI (GenAI) to improve customer service, planning and manufacturing, but many are struggling to find clear use cases.

Gartner Supply Chain Top 25 companies have built solid foundations in data and digital capabilities. They evaluate both traditional nongenerative AI techniques and GenAI to build practical use cases that benefit most from AI-driven advances.



[Explore Gartner's supply chain AI resource center.](#)



Antifragile supply chains

Today's volatile, uncertain, complex and ambiguous (VUCA) environment demands that CSCOs embrace uncertainty, learn from it and evolve toward a state called the "antifragile supply chain." Being in the antifragile state helps a complex global supply chain understand how it can achieve its enterprise objectives despite disruption and uncertainty.

Gartner Supply Chain Top 25 companies understand that advancing toward antifragility requires several shifts in decision-making processes, technology, network design and many other elements of strategy.



[Play our on-demand webinar featuring research on antifragile supply chains.](#)

Gartner Supply Chain Top 25 for 2024

01

**Schneider
Electric**

02

**Cisco
Systems**

03

**Colgate-
Palmolive**

04

Microsoft

05

**Johnson &
Johnson**

06

**Diageo
and L'Oréal**

07

NVIDIA

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**The Coca-Cola
Company**

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Walmart

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Lenovo

12 AstraZeneca
13 PepsiCo and Nestlé
14 NIKE, Inc.
15 Intel
16 Siemens

18 Inditex
19 Dell Technologies
20 Pfizer
21 HP Inc.

22 Danone
23 BMW
24 Heineken
25 JD.com

Turn the page to read profiles of the companies ranked 1 – 10. Clients may read additional profiles (the companies ranked 11 – 25) at gartner.com. See the Gartner Supply Chain Top 25 most relevant to your geography or industry at gartner.com/en/supply-chain-top-25.

01

Schneider Electric



Schneider recently completed its STRIVE (sustainable, trusted, resilient, intelligent, velocity and efficiency) program, a three-year initiative aimed at transforming the supply chain to provide customers with a strong regional presence, build stronger partnerships with leading suppliers and improve the resilience of supply chain operations.



The World Economic Forum recognized Schneider as one of only three companies to attain its “Circular Lighthouses in the Built Environment” designation for the company’s E2E circularity solution, which has avoided sending about 513 million tons of CO₂e to customers since 2018 and uses 27% green-material content across products.

02

Cisco Systems



In the area of integrated sustainability, Cisco’s focus on embedding circular design principles and driving circular revenue targets means that 99.8% of materials used can be recycled or repurposed.



Cisco is regionally diversifying its network as it tries to develop an antifragile supply chain with significant investments such as laying down manufacturing capacity in India to support growing local demand.



The company also: has implemented a digital twin of its service supply chain; is innovative in the use of AI/ML; continues to lead in enterprise security offerings; and is planning a total customer solution that protects clients from network security threats.

20th
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Reflections

Reaching new heights:
Construction on the Burj Khalifa begins in 2004.



**Colgate-
Palmolive**



Colgate-Palmolive maintains a digital fluency and upskilling effort touching 16,000 employees across the E2E global supply chain.



This commitment to strengthening digital skills has helped foster innovation through adoption of new AI-based solutions. Two key examples: customer delivery appointment bots that have driven a 95% reduction in order touches; and an AI-based bot that converses with end users and responds to detailed supply chain queries including granular out-of-stock information within specific retailers.



Microsoft



Microsoft is a leader in the development of both AI and GenAI and, with the growth in computing power required, its cloud services are seeing powerful revenue growth supported by strong capital investment.



Microsoft signed a new five-year agreement with Brookfield Renewable for more than 10.5 GW of new clean energy capacity, which will add nearly 50% more green energy purchasing power. This significant move forms a key part of attaining the company's commitments to its Near-Term SBTi validated goal. That agreement with Brookfield Renewable is nearly eight times larger than the largest single corporate power purchase agreement (PPA) ever signed previously.

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Reflections

Going in depth:

In 2004, explorers reach the bottom of Krubera Cave, known as the “inverted Mount Everest.”



Johnson & Johnson



J&J is a leader in promoting best practices for a responsible supply base, including supplier-enabled innovation, sustainability and DEI. Its E2E capability leverages digital solutions and risk and resilience strategies to protect supply chains from disruption.



J&J's Global Operations Leadership Development (GOLD) program identifies, attracts, hires and develops high-potential, early-in-career supply chain talent. J&J also has leadership development programs for middle managers and senior leaders.



J&J's supply chain organization was a key enabler of the company's 2023 spin-off of its consumer division (now called Kenvue).



Reflections

Going beyond: The largest expansion of NATO takes place in 2004.



Society 2030: Spirit of Progress is Diageo’s plan to respond to ESG opportunities it has deemed most critical to its business. One example of leadership in this area is Diageo Sustainable Solutions, an open-source approach to soliciting ideas from the public to help drive its sustainability agenda.



Diageo’s ongoing supply chain transformation is focused on delivering global brands while ensuring local relevance — what it calls a “glocal” approach.



Diageo’s supply chain is helping to enable commercial success through a commitment to agility with substantial investment in an approach to optimizing logistics resilience through network design and optionality.



L’Oréal maintains a strong record in ESG performance. The company has five internal packaging labs aiming to achieve 100% eco-designed products by 2030. Using an ecosystem approach, they are driving innovation in sustainable packaging leading to the first cosmetics bottle made entirely of recycled plastic.



A key enabler of L’Oréal’s customer-centricity approach is their supply chain organization design leveraging an integrated, centralized strategy coupled with a decentralized, differentiated operational footprint to offer agility at scale.



Investments in digitization preserves L’Oréal’s position as a leader within Industry 4.0 Smart Manufacturing. Efforts are focused on rapidly customizing product offerings to a global, diverse consumer base using 3D printing, virtual reality and an agile production methodology.

20th
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Reflections

Charting new territory: The Spirit and Opportunity rovers land on Mars in 2004.



NVIDIA



NVIDIA's strong financial performance has led to market capitalization growth of over \$2 trillion. NVIDIA posted a 75% three-year weighted revenue growth. Its three-year weighted ROPA and three-year weighted ROPA change were both more than 200%, which indicates a high level of supply chain agility.



As the inventor of the graphics processing unit (GPU), NVIDIA originally benefited from growth in the gaming market. But its financial performance metrics are now primarily driven by leadership in the GPU technology that powers the emerging AI market as a first mover with little competition. This has enabled NVIDIA to capitalize on the hardware needs of the emerging GenAI Hype Cycle.



The Coca-Cola Company



Coca-Cola recently announced a partnership with Microsoft to support a five-year investment in cloud and AI capabilities to drive increased productivity. Technology investments are part of Coca-Cola's transformation to "Cola 3000," an AI capability supporting demand planning, real-time visibility and improved logistics operations.



Coca-Cola manages a vast distributor network that allows it to be agile in supporting the delivery of high levels of customer service in many locations around the world. This strength has been leveraged in a partnership with the Last Mile Project throughout Africa, with Coca-Cola lending its expertise to deliver cold-chain vaccines across the continent.

20th
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Reflections

Making connections:
"The Facebook" launches on the campus of Harvard University in 2004.

09

Walmart



Walmart's Luminate tool for suppliers offers a comprehensive report suite that provides full visibility into commerce and performance data, enriched with consumer insights.



Walmart is expanding the GenAI-powered tool "My Assistant" to its global teams. This tool frees up associate time for distinctly human tasks like generating new ideas and building relationships.



After a 16-month proof of concept, Walmart is rolling out 19 autonomous Fox Robotics-developed forklifts across four high-tech distribution centers to fully automate the warehouse loading docks, complementing its existing automated storage and retrieval system.

10

Lenovo



Lenovo continues to innovate and build a resilient supply chain that utilizes AI and ML in its Supply Chain Intelligence (SCI) platform to analyze data, identify potential issues and propose solutions in real time. SCI includes almost 80% of all the data inputs to the Lenovo supply chain and is used by more than 70% of its supply chain employees. SCI has contributed to a 5% uplift in on-time-in-full delivery performance.



Lenovo demonstrated a strong commitment to reducing e-waste by repairing 76.5% of failed warranty parts that can be reutilized for future PC repairs, extending the life cycle of the parts and devices.

20th
ANNIVERSARY

Reflections

Lighting a spark:

Ron Chernow publishes "Alexander Hamilton" in 2004 — the biography that inspired Lin-Manuel Miranda to write his seminal Broadway musical.

Supply Chain Masters lead the way

Masters have attained top-five composite scores in the Gartner Supply Chain Top 25 for at least seven out of the last 10 years (2014 — 2024).

Amazon

- A leader in customer centricity, Amazon's continuous innovation in its facilities includes expanded use of robots with "cobots" that help pick, sort, transport and store packages. These facilities have cut the average time from picking a customer's items to positioning the customer's package on the outbound dock by an hour to just 11 minutes.
- Amazon is expanding its same-day delivery service from 55 to more than 90 U.S. metro areas. Nearly 60% of orders placed through Prime in the top 60 U.S. metro areas during the first quarter of 2024 arrived the same day or next day — up from roughly 50% in the second quarter of 2023.

Apple

- Apple has put in place several important measures to mitigate geopolitical impact, tariffs and single-source risks. For example, Apple has adapted its manufacturing network to mitigate the impact of some risks and uncertainties and moved the production of iPhone 15 to India. This balances its very high dependency on China as the main manufacturing location supplying iPhones locally.
- Apple developed its own chip, and currently all new Mac computers are powered by it. In terms of performance, Apple has managed to continue growing revenue and keep a very high level of gross margin, despite the industry headwinds.

P&G

- Supply chain is a critical enabler across all five pillars of P&G's integrated growth strategy. The Supply 3.0 initiative — focused on service, digitalization, sustainability and employee experience — has delivered around \$1.5 billion of annual savings helping to counteract input cost inflation.
- P&G leverages an internal AI factory to drive capabilities across the organization, including its own GenAI tool, chatPG. A focus on digitally synchronizing its supply chain is also helping to cement P&G's position as an industry leader. Investment in capabilities to broadcast the shelf-demand signal all the way to Tier 4 suppliers has helped reduce waste and inventories, as well as free up cash.

Unilever

- Unilever is using AI to help identify alternative ingredients that can strengthen supply chain resilience, make formulations more sustainable and reduce costs by reducing the number of ingredients without impacting product efficacy.
- Unilever's focus on AI-driven advances also acts as a way of attracting and engaging talent and teams. Specifically, digital upskilling is integrated into employee-focused programs including Unilever's "Shape Your Own Adventure" initiative, in which supply chain employees help identify customized opportunities for new experiences and skills development.

Actionable, objective insight

Explore these additional complimentary resources and tools on supply chain management:

eBook

Leadership Vision for 2024: Chief Supply Chain Officer

Explore three strategic actions for your supply chain success.

[Download eBook](#)



Report

Gartner Power of the Profession™ Supply Chain Awards

See supply chain excellence in action at award-winning companies.

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Tool

Monthly Supply Chain Alert

See a heat map of risks and trends in the global supply chain.

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eBook

Powering the Future of Supply Chain

Learn the three new drivers of supply chain value.

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