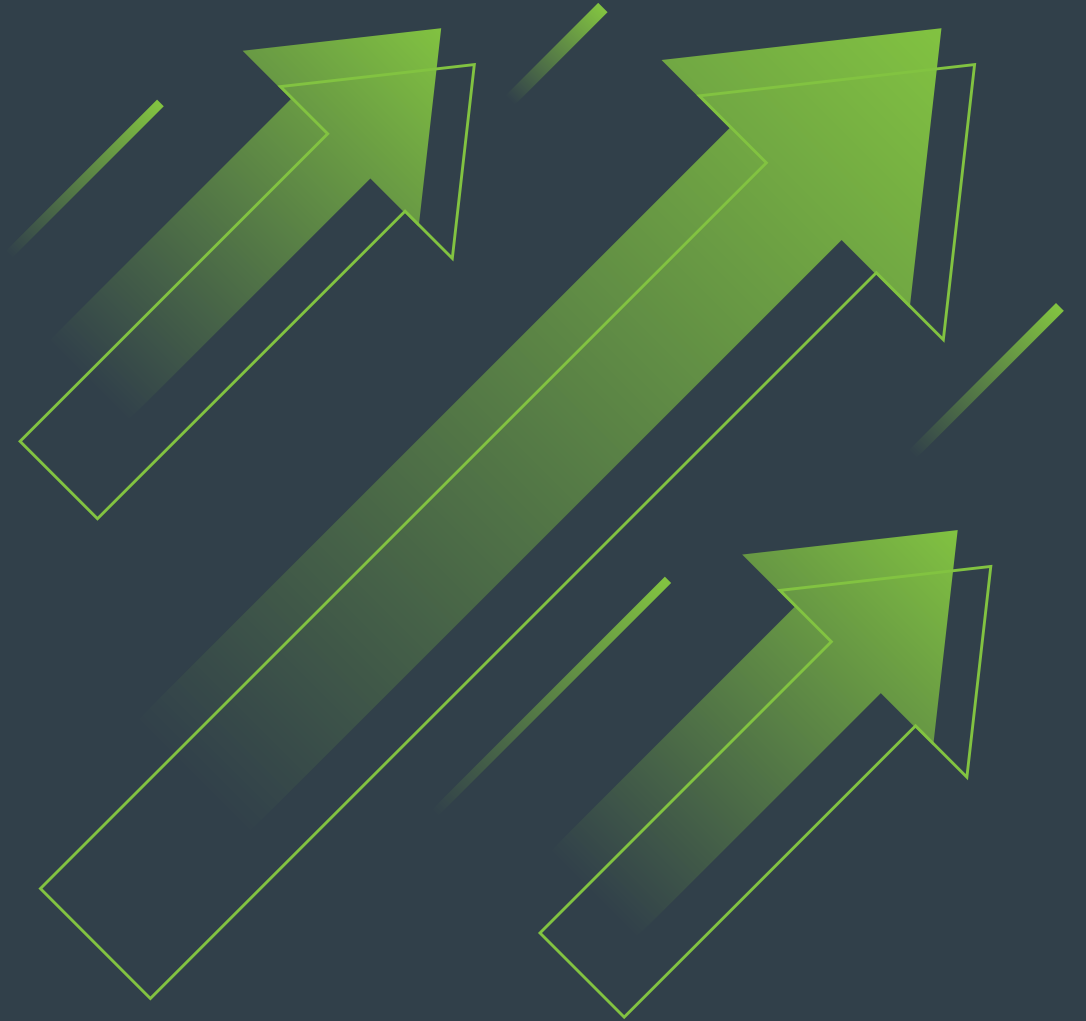


Top 10 Supply Chain Trends

2025



Introduction

The supply chain landscape continues to evolve at an unprecedented pace. In 2025, organizations will need to navigate a complex interplay of technological advancements, geopolitical shifts and evolving consumer expectations. To thrive in this dynamic environment, industry professionals must embrace tech and innovation, build resilience, ensure people are well-trained, and prioritize sustainability. This year's top 10 trends highlight key areas where organizations can focus their efforts to achieve these goals and help shape the future of supply chain management.

2025 Trend Ranking

- 1 **Artificial intelligence**
- 2 **Global trade dynamics and geopolitical policies**
- 3 **Big data and advanced analytics**
- 4 **Cybersecurity**
- 5 **Agility and resilience**
- 6 **Visibility and traceability**
- 7 **Digital integration and connectivity**
- 8 **Strategic sourcing and supplier management**
- 9 **Workforce evolution**
- 10 **Risk management**

1

Artificial intelligence

Artificial intelligence is transforming supply chain operations at a remarkable speed. From machine learning to neural networks to robotics, AI enables more intelligent sourcing for optimized supplier selection and negotiation processes; improved inventory management, demand forecasting, inventory optimization and replenishment strategies; and smarter logistical planning for greater transportation efficiency and reduced costs. AI-powered technologies including cobots, computer vision and augmented reality are automating tasks, improving quality, enhancing safety and making critical predictions across all areas of the supply chain.

Supply chain applications

AI can be employed for better decision-making, optimized transportation routes, prediction of demand fluctuations and automated quality control inspections. Smart robots work alongside humans to perform packaging and assembly, while automation tools such as computer vision systems identify product defects. All of this serves to streamline processes, improve efficiency and reduce costs across the entire supply chain.



Spotlight on warehousing and logistics

AI-powered robots have been hard at work in delivery environments for years. They move products and materials around facilities; perform assembly, picking and processing; and deliver packages. Meanwhile, autonomous robots take on repetitive manual tasks, helping humans avoid strenuous or dangerous activities. Likewise, AI also promotes safety inside truck cabs by coaching on safer driving behavior.

How to prepare

To maximize the potential of AI, embrace a mindset of continuous learning and experimentation. Stay informed about the latest trends and technologies to identify opportunities to disrupt traditional practices and generate value. Encouraging collaboration among teams and departments can also spark creative thinking and lead to exciting new AI-driven solutions.

Global trade dynamics and geopolitical policies

Global trade dynamics and geopolitical policies continue to evolve, posing significant supply chain challenges. Rising tensions, trade wars and ongoing conflicts often disrupt supply routes, increase costs and create uncertainties for businesses. Additionally, economic fluctuations and technological advancements will continue to influence supply chain stability. To mitigate the effects of disruptions and uncertainties, companies must reduce their reliance on single suppliers or regions, improve transparency in trade relationships, and build resilience into their operations.

Supply chain applications

Leading supply chain organizations are prioritizing diversification and contingency planning to address challenges related to global trade dynamics and geopolitics. These companies are spreading supply sources across multiple regions and developing backup plans, as well as using scenario planning to anticipate potential challenges and develop proactive solutions. Additionally, strong partnerships serve to enhance collaboration, improve communication and foster more resilient networks.



Spotlight on shipping

In recent years, major shipping lines have faced significantly increased costs and severe delays due to geopolitical tensions, trade disputes, climate change and severe weather — all of which threaten cargo ships and global trade. To mitigate these risks, smart supply chain professionals are focusing on diversification, contingency planning and data-driven decision-making. Further, they are tapping into valuable tools and techniques to enhance resilience and prepare for the next inevitable disruption.

How to prepare

To navigate the complexities of global trade dynamics and geopolitical policies, cultivate a proactive and adaptable approach. Ensure teams are trained in essential tactics including risk mitigation, supplier diversification, contingency planning and advanced technologies for data-driven decision-making. Focus also on logistics overview and strategy, as well as network design, to further enhance supply chain visibility.

Big data and advanced analytics

Big data and advanced analytics are enabling supply chain organizations to more easily identify inefficiencies, reduce costs, improve customer service, and enhance resilience and agility. Applications include standardized freight data exchange to deliver operational efficiencies, fine-tune routes and port planning, and reduce emissions and costs. Sensor and digital twin data pinpoint potential problems, advance predictive maintenance and boost product performance. To maximize the potential of big data and analytics, supply chains must prioritize data exchange and information sharing.

Supply chain applications

By effectively tapping into vast amounts of supply chain data, businesses can improve inventory management, supply chain visibility, forecasting of demand and production, transportation and logistics processes, and decision-making. Additionally, big data and analytics can enable better predictive maintenance, digital twin modeling and AI-powered insights, further driving efficiency and resilience.



Spotlight on automotive

The automotive industry is leveraging big data and analytics to refine production schedules, reduce lead times and improve vehicle quality. Predictive maintenance and real-time tracking of vehicles are also becoming increasingly prevalent. As supply chains move toward Industry 5.0, the constructive interaction between human expertise and advanced analytics will become ever-more crucial in driving automotive innovation and sustainable supply chain excellence.

How to prepare

Empower supply chain teams to harness the potential of big data and analytics by providing a structured framework for digital transformation. It's also critical to emphasize the importance of data literacy, analytical skills and technological proficiency. By focusing on these key areas, organizations can effectively collect and interpret data to drive informed decision-making, improve day-to-day operations and boost overall performance.

Cybersecurity

Modern supply chains are global, and so are the threats they face. Cybercriminals are targeting all entry and access points, which is bringing about an alarming increase in data breaches, delays and shortages, reputational damage, compliance issues, safety risks, and financial loss. Cybersecurity is a core element of digital and intelligent networks, and supply chain professionals must safeguard these systems by staying up-to-date on best practices; taking a risk-based approach; and investing in cybersecurity solutions, training and awareness.

Supply chain applications

Effective supply chain leaders prioritize cybersecurity to protect sensitive data and critical operations. By implementing security measures including data encryption, access controls and network security, they can mitigate risk and ensure business continuity. Meanwhile, supply chain visibility, enabled by the latest technologies, makes it easier to identify and address vulnerabilities. These cybersecurity best practices, combined with comprehensive incident response plans, further strengthen supply chain security.



Spotlight on health care

The health care industry, with its sensitive patient data and complex networks, has long faced significant cybersecurity challenges. To protect patients and ensure the integrity of medical devices, health care organizations implement stringent security measures including data encryption, access controls and regular audits. By prioritizing cybersecurity, these networks are safeguarding patient data, maintaining operational continuity, building trust and enabling better outcomes.

How to prepare

Focus on developing a strong foundation in risk management, as understanding the critical resources required for a resilient supply chain makes it easier to spot vulnerabilities and implement solutions. Emphasize the importance of cybersecurity with team members and ensure people are equipped with the knowledge and skills needed to protect sensitive supply chain data. Additionally, understanding the latest cybersecurity best practices makes it possible to continuously fortify and safeguard global networks.

Agility and resilience

Our consumer-centric world requires supply chains that can predict, prepare for and respond to both rapidly evolving demand and product and distribution strategy. Supply chain agility requires machines capable of faster changeovers and a wider range of products and shipment types, collaborative robots, smart packaging, artificial intelligence and big data to proactively manage flows. By focusing on digitization, optimization, sustainability and talent development, it will be possible to create skilled cross-functional teams; build smarter ecosystems; and redistribute tasks between humans and machines, ensuring more resilient supply chains.

Supply chain applications

Leading supply chain organizations prioritize agility and resilience to adapt to rapidly changing market conditions. By implementing flexible manufacturing systems, adopting advanced technologies including robotics and AI, and fostering strong partnerships, companies are able to improve their responsiveness and meet evolving customer demands. Further, embracing these technological advancements makes it easier to swiftly recognize and adapt to ever-changing market trends.



Spotlight on electronics

The electronics industry is a prime example of forward-thinking agility and resilience in action. Rapid technological advancements, coupled with unpredictable demand patterns, necessitate flexible and responsive supply chains. By leveraging technologies such as AI, machine learning and the IOT, these businesses improve production processes, forecasting accuracy and supply chain visibility. Additionally, strong partnerships help electronics companies deliver products quickly — a critical factor in the fast-paced electronics market.

How to prepare

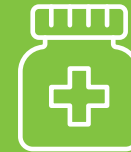
To excel in a world that demands agility and resilience, develop a strong foundation in digital technologies, data analytics and supply chain management principles. Learn how to identify, analyze and address disruptions in order to better understand and fine-tune supply chain processes. Enable teams to make data-driven decisions and implement strategies that improve performance and resilience by keeping up with the latest best practices and supporting a workplace of innovation.

Visibility and traceability

Enhanced visibility and traceability are essential for tracking goods and materials from product origin to final destination. With this in mind, stakeholders will benefit from near-real-time visibility into data about orders, inventory, delivery, potential disruptions and more. This traceability will support compliance and sustainability while enabling more efficient operations. Combined with AI's ability to analyze past data and predict future trends, this has the potential to significantly improve forecasting and decision-making.

Supply chain applications

Leading supply chain organizations are leveraging advanced technologies to enhance visibility and traceability across their operations. By implementing real-time tracking systems, tapping into IOT-enabled devices and leveraging blockchain technology, companies can better monitor the movement of goods, identify potential disruptions and improve supply chain efficiency.



Spotlight on pharmaceuticals

The pharmaceutical industry, with its intricate networks and stringent quality control requirements, demands visibility and traceability. Pharmaceutical companies are using blockchain to track the journey of drugs from raw materials to final product, ensuring authenticity, quality and compliance with regulatory standards. Additionally, real-time tracking of shipments allow for proactive risk management and timely intervention in case of disruption.

How to prepare

To harness the power of visibility and traceability, develop a strong understanding of data analytics, digital technologies and robust tracking systems. Help teams improve performance and create more responsive networks via comprehensive training in supply chain management. Moreover, understanding demand planning, inventory management and supply chain design will provide the knowledge and expertise needed to achieve essential quality, compliance, sustainability and customer satisfaction goals.

Digital integration and connectivity

As businesses strive to improve efficiency, visibility and resilience, seamless data sharing and analysis among systems and partners are crucial. By adopting technologies including cloud computing, blockchain and cybersecurity solutions, supply chain organizations can heighten efficiency, secure communication channels, protect sensitive data, enhance decision-making and mitigate risk. Importantly, effective implementation of these solutions will require overcoming challenges such as legacy systems and data-quality issues.

Supply chain applications

Supply chain organizations of all types and sizes are harnessing the power of digital integration and connectivity. To improve efficiency, transparency and resilience, they implement and maximize the latest technologies — particularly AI, robotics and automation, cloud computing, and the IOT. These solutions make it possible for companies to streamline operations, reduce costs and position themselves for ongoing success.



Spotlight on retail

Retailers are embracing digital transformation to enhance the customer experience and improve operational efficiency. The latest solutions enable these companies to personalize shopping experiences, improve inventory management and enhance supply chain visibility. Many retailers are using data analytics to predict consumer behavior and refine pricing strategies, while the integration of e-commerce and physical stores is offering customers a seamless shopping experience across channels.

How to prepare

To excel in the digital age, build a strong foundation in the vast landscape of supply chain solutions. Learn how to implement and manage complex digital supply chain tools and explore digital transformation, cybersecurity and supply chain analytics. Finally, to successfully navigate the evolving landscape of supply chain technology, ensure team members are well-versed in systems thinking, digital fluency, necessary infrastructure and key analytical methods.

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Strategic sourcing and supplier management

Strategic partnerships, integrated procurement, digitization and collaborative relationships drive supply chain efficiency. At the same time, increased integration with third-party entities helps improve performance while innovation-focused procurement generates value and optimizes product life cycles. Supply chain organizations should look to enhance flexibility by diversifying sourcing and developing multiple supplier relationships. In addition, more companies will prioritize long-term partnerships, collaboration and information-sharing to simplify networks, improve efficiency and reduce risk.

Supply chain applications

Supply chain leaders have long understood the importance of strategic sourcing and supplier management. In recent years, however, there have been several noteworthy innovations. Advanced analytics and AI-powered tools are helping identify and assess potential risks, such as geopolitical events and natural disasters. Plus, by tracking and analyzing key metrics, organizations are able to select suppliers that align with their sustainability goals.



Spotlight on manufacturing

The manufacturing industry, characterized by multi-tiered supply chains and high-stakes operations, generates significant value through expert sourcing and supplier management. By optimizing supplier networks, manufacturers improve product quality, reduce costs and ensure timely deliveries. Meanwhile, AI-powered tools help mitigate risks, such as supplier disruptions or quality issues. Additionally, sustainable sourcing and ethical labor standards enhance brand reputation and attract environmentally conscious consumers.

How to prepare

To excel in strategic sourcing and supplier management, prioritize strong relationships with key suppliers. It's essential to implement robust performance management systems, tap into advanced technologies, and prioritize sustainability and ethical sourcing. Also, by cultivating a culture of continuous improvement and staying informed about industry trends and emerging technologies, team members can drive exciting innovation, improve quality and boost efficiency.

Workforce evolution

The supply chain landscape is undergoing rapid transformation, driven by technological advancements and evolving leadership paradigms. Enhanced human-machine interactions and industry 5.0 technologies are improving resilience and efficiency. However, the industry faces a growing shortage of skilled labor due to demographic shifts and automation. Investing in talent management and skill development is crucial to meet future supply chain demands, especially as human labor remains a critical factor in supply chain productivity and competition for skilled employees intensifies.

Supply chain applications

Best-in-class supply chain organizations understand the value of investing in talent management and professional development. By upskilling and reskilling employees, businesses ensure their workforces are equipped to handle the demands of an increasingly automated and digital supply chain. Additionally, fostering a positive work environment and prioritizing employee well-being help attract and retain top talent.



Spotlight on aerospace

The aerospace industry faces unique challenges related to workforce development and talent acquisition. As technology advances, there is a growing need for workers with expertise in robotics, automation and data analytics. To address this challenge, effective decision-makers prioritize training and development programs to educate their people and attract the best talent. Further, by fostering a continuous improvement culture, top businesses hold their position as global leaders.

How to prepare

Equip supply chain teams for the future by investing in their education, creating a culture of innovation, embracing technology and building strong relationships with stakeholders. This includes educating people about supply chain management foundations, inventory management, logistics, transformation and much more. Only by prioritizing people is it possible to build exceptional supply chain teams that are equipped to drive business success.

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Risk management

Supply chain disruptions are alarmingly common due to geopolitical shifts, natural disasters, raw material shortages, transportation congestion and lots more. Organizations must proactively identify and assess these risks, develop mitigation strategies, test and rehearse contingency plans, keep stakeholders informed, and continuously monitor and update plans to ensure they remain relevant and effective. By proactively addressing these areas, supply chain professionals can build greater resilience and minimize the impact of network disruptions.

Supply chain applications

As so many of the previous trends have demonstrated, risk management is a must for modern supply chains. By mapping networks, evaluating suppliers, forecasting demand and simulating scenarios, organizations are much better able to handle potential disruptions. Real-time visibility, diversified supplier bases and robust contingency plans further enhance their resilience. By proactively addressing these and related areas, supply chain professionals build more agile supply chains, ensuring business continuity and customer satisfaction.



Spotlight on consumer packaged goods

The CPG industry is particularly vulnerable to supply chain disruptions, given its reliance on global sourcing and intricate distribution networks. Risk management has become critical for ensuring product availability, maintaining brand reputation and meeting demand. By monitoring and augmenting supplier bases and investing in advanced technologies, CPG companies improve visibility and responsiveness while circumventing supplier shortages, transportation delays and quality control issues.

How to prepare

Managing future disruptions first and foremost depends on understanding supply chain stability today. Gauge supply chain health by measuring factors including shipping volumes, transit times, transportation costs, variability and more. Also use data analytics and machine learning to look at past trends and predict future trends. This then enables supply chain organizations to forecast potential impacts with more confidence. It also leads to key knowledge about a network's likely vulnerabilities and proven solutions.

Learning resources

Ready to navigate the future of supply chain? Take your first step with industry-leading ASCM education. Enhance your knowledge and expertise in the critical areas of digital supply chain, AI and visibility. Access a vast range of courses, workshops and certifications tailored to your specific needs.

Get started today, and position your organization for a resilient and sustainable future.

[Learn more](#)

The sensing process

The trends report is developed by a four-step sensing process:

- 1** Create a deep and diverse team of supply chain subject matter experts representing a variety of industries, academic institutions, geographies and personal experiences.
- 2** Identify resources from a broad collection of high-quality research reports and articles, Google analytics, surveys, subject matter expert knowledge, and more. This includes 419 citations, more than 2,000 pages of research and 200 unique resources. Consolidate this list and fill in any gaps.
- 3** Assign each team member a set of resources from which to extract trends. For each trend identified, write a brief explanation of its relevance to the future of supply chain.
- 4** Rank trends into a list, followed by a vote of each one's likelihood and potential impact, using a 0-to-10 scale. Along the way, distill 209 subrends into a top 10.

Impact and likelihood of each trend

In this graphic, artificial intelligence stands out as likely to have a significant impact, ranking the highest on this 10-point scale. The rest of the image reveals two distinct clusters of supply chain trends: The central cluster includes the interconnected trends of big data, analytics, cybersecurity, agility, resilience, global trade and geopolitical factors. The lower-left cluster highlights the enabling factors of technology, workforce upskilling, supplier awareness and strategic sourcing.

Impact
The magnitude of this trend on supply chain within the next three-plus years

Likelihood
The likelihood that this trend will have an influence on supply chain within the next three-plus years



2025 top supply chain trends

When 209 subtrends were extracted, the subcommittee combined similar trends and further distilled the list down to a final 16 for a vote.

To determine the criticality of the 10 trends, each was scored on a 1-to-10 scale for both likelihood and impact, then multiplied. The resulting score indicates the potential significance of each trend.

Again, AI tops the list, followed closely by global trade dynamics and geopolitical policies. While agility and resilience and visibility and traceability round out the top five, it's important to note that all 10 trends are very closely ranked. This indicates that each will play a significant role in shaping the future of supply chain management.

Likelihood x Impact = Criticality

1	Artificial intelligence	68.18
2	Global trade dynamics and geopolitical policies	63.45
3	Big data and advanced analytics	61.55
4	Cybersecurity	61.45
5	Agility and resilience	60.64
6	Visibility and traceability	58.77
7	Digital integration and connectivity	54.41
8	Strategic sourcing and supplier management	54.32
9	Workforce evolution	52.23
10	Risk management	50.73

SCOR impact

The chart illustrates the top 10 supply chain trends and their impact on supply chain organizations employing the Supply Chain Operations Reference Digital Standard.

The darker the shade of green, the greater the impact on a specific SCOR-DS process.

Key insights:

Orchestrate: All trends will have a significant impact on the orchestrate process, especially with regards to guiding and aligning supply chain execution.

Plan: AI and resilience are top priorities, aligning with historical trends.

Source: Strategic sourcing, circularity and trade wars are critical areas of focus.

Make: Manufacturing innovations and workforce issues are significant but underrepresented in other SCOR-DS processes.

Deliver: Optimizing logistics and customized deliveries remain key priorities.

Return: Circularity is acknowledged, but agility, visibility and logistics need more attention.

To learn more visit [ascm.org/scor-ds](https://www.ascm.org/scor-ds)

Rank	Trend	Orchestrate	Plan	Order	Source	Transform	Fulfill	Return
1	Artificial intelligence							
2	Global trade dynamics and geopolitical policies							
3	Big data and advanced analytics							
4	Cybersecurity							
5	Agility and resilience							
6	Visibility and traceability							
7	Digital integration and connectivity							
8	Strategic sourcing and supplier management							
9	Workforce evolution							
10	Risk management							

Sensing Subcommittee



Armand van Oostrom
MBA M.Econ
Senior Lecturer,
The Hague University
of Applied Sciences



Jack Alden
MBA candidate, NYU
Stern School of Business



Mark Almond
Director of Global
Sourcing, M-D Building
Products



Amy Augustine, CSCP,
ASCM Board Member
Senior Director,
Network Supply Chain
Design, US Cellular



Adeyinka Banjo
Director and Senior
Consultant, GognMine
Energy



Lucille Docter
Senior Manager,
Supply Chain Planning,
US Cellular



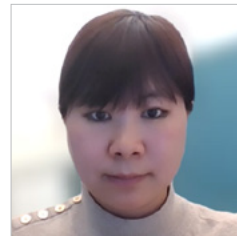
Zainab Elfikey
Supply Chain Specialist,
Symbios Consulting



Osvaldo Elizondo
CPIM, CSCP, CLTD, CTSC
Advanced Value
Chain Institute



Dr. Sidharath Joshi
Doctoral candidate
at Asian Institute
of Technology



Dr. Xiaotong Liu
Assistant Professor,
California State University



Timothy Meshileya,
CSCP
Global Capital Strategy
Lead, McCain Foods



Luis Mondragao
Logistics Manager,
Leroy Merlin



Shereen Mosallam
Supply Chain Consultant,
Symbios Consulting



Michael Mowat
Supply Chain
Consulting Lead, IBM

Sensing Subcommittee (continued)



Majush K Philip, CPIM
Senior Product Manager,
EdgeVerve



Meka Praveen, CSCP
Associate Manager,
Biocon



Nitin Saini
Supply Chain Manager,
Prime Source Building
Products



Ulf Surig
Director Manufacturing
Optimization and
Capital Management



Matt Talbert, MPA
ASCM Staff Liaison,
ISC, Senior Research
Manager, ASCM



Shawn Tay
Supply Chain Advanced
Analytics and M&A
Integration Manager, HP



David H. Thoma
Founder,
DCT Solutions Inc.



Chuck VanDam
Operations Data
Scientist, HP



Ric Wade, CSCP
Supply Chain Inventory
Operations, US Cellular

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The Association for Supply Chain Management (ASCM) is the global pacesetter of organizational transformation, talent development and supply chain innovation. As the largest association for supply chain, ASCM members and worldwide alliances fuel innovation and inspire accountability for resilient, dynamic and sustainable operations. ASCM is built on a foundation of world-class APICS education, certification and career resources, which encompass award-winning workforce development, relevant content, groundbreaking industry standards and a diverse community of professionals to create a better world through supply chain.

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