From Chris Howard, Chief of Research, Gartner

As we head into 2022, we continue to feel the human toll of the global pandemic, but we already know it has been a watershed period in which attitudes and norms have permanently shifted — in our everyday lives and at work.

Living through COVID-19 has increased social awareness — as have growing demands for equity for those who are underrepresented.

Businesses have also changed. For many organizations, the pandemic has catalyzed digital business initiatives as we adapt to the demands of employees, customers and other stakeholders, who were forced into new digital options that they have now come to favor.

B2B purchasers are happy to buy digitally, without a sales representative; B2C consumers are buying off social media platforms; employees are physically distributed and communicating asynchronously — and IT infrastructures must secure the organization despite this “anytime, anyway, anywhere” way in which we’re operating.

You and your team may be burning out, and it’s never been more important to prioritize your time and energy.

In your role as a leader, you’ve now spent months adapting to change and delivering new solutions at speed. You and your team may be burning out, and it’s never been more important to prioritize your time and energy. To help with that, Gartner Leadership Vision provides top-level guidance to leaders and their teams on where to focus — based on our data-driven research.

We’re providing detailed insights to our clients across dozens of roles, and we’re now excited to share excerpts with the business community beyond our clients. We hope this will help you to focus discussions with your teams, peers and other leaders, so you can more quickly and effectively diagnose priorities and actions, especially as you solidify your strategic plans for 2022.

Chris Howard
Chief of Research, Gartner
Key Issues for Chief Supply Chain Officers (CSCOs) for 2022

In the face of material shortages, global networks and climate-driven disruptions, CSCOs must move from reacting to risk to expecting and planning for risk.

The impact of hybrid working models and changes to supply chain roles in factories, warehouses and frontline customer-facing activities are transformational.

CSCOs need to demonstrate ROI for increased technology investments that are needed to drive digital initiatives.
### Challenges and Actions for the CSCO

#### Risk management

75% of organizations report that the number of regional or global high-impact disruptions, from climate risks to trade disputes, is higher than just five years ago. 68% are constantly responding to high-impact events for which they are unprepared.

**CSCO challenges**

How can the CSCO better prepare for risks — and be more effective at managing risks?

**CSCO actions**

Embed robust risk management to build agility, visibility and resilience.

---

#### Future of work

Supply chain leaders must manage employee expectations and experience as hybrid working models become more common. Through 2022, 40% of governments worldwide will promote flexible working policies.

**CSCO challenges**

How can the CSCO effectively reengineer work and develop talent for future needs?

**CSCO actions**

Redesign work experience, leveraging technology to enrich hybrid and virtual work experiences.

---

#### Digital transformation

45% of boards of manufacturing companies see supply chain as a top 3 digital business investment area.

**CSCO challenges**

How should the CSCO best support digital business priorities?

**CSCO actions**

Target and accelerate key supply chain digital investments to ensure a solid ROI.

Source: Gartner
Embed Robust Risk Management to Build Agility, Visibility and Resilience

**Risk Identification**
- Translate organizational risk appetite to supply chain.
- Identify risks in conjunction with business stakeholders.
- Assess and prioritize risks.
- Identify interdependencies.
- Horizon scan thoroughly and regularly.

**Risk Assurance**
Continually review flags that assess risk exposure, enable assurance to provide visibility and coordinated future mitigation, and test risk response plans — without burdening irrelevant parties.

**Risk Response**
- Determine and implement risk response strategy.
- Reduce surface area to design out risk.
- Implement further controls to manage identified risks and embed them in the supply chain operating model.
- Escalate risks to gain leadership attention and support.

Source: Gartner
Redesign the Work Experience

An on-site model for an on-site world

Provide consistent work experiences
In a world where the environment is influenced primarily by the organization, fairness is ensured by providing the same experiences to all employees.

Enable serendipitous collaboration
In a world where networks are colocated in shared spaces, teams innovate by collaborating serendipitously.

Drive visibility-based management
In a world where managers have clear visibility into employee work patterns, managers drive employee performance by focusing and providing feedback on what they can see.

A hybrid model for a hybrid world

Provide flexible work experiences
In a world where the environment is influenced primarily by the employee, fairness is ensured by providing flexible experiences to all employees.

Enable intentional collaboration
In a world where networks are distributed across multiple spaces, teams innovate by collaborating in more intentional ways.

Drive empathy-based management
In a world where there is less visibility, managers drive employee performance by focusing on how they can empathize and understand employee work patterns.

Source: Gartner
Direct Digital Investments to Both People and Process

- **Enterprise Agile Transformation**
- **Digital Products/Services**
- **Cross-Enterprise Coordination**
- **Process Automation and Modernization**
- **New Digital Foundational Building Blocks and Services**
- **CX, Channels and Data Science Platforms, and D&A**
- **Operations and Workforce**

**Locus of Expertise**
- **CIO**: Modern, Shared Infrastructure
- **Digital Products and Services**
  - **External**: Enterprise Agile Transformation, Digital Products/Services, Cross-Enterprise Coordination, Process Automation and Modernization, New Digital Foundational Building Blocks and Services
  - **Internal**: Operations and Workforce, CX, Channels and Data Science Platforms, and D&A

**Note**: CX = customer experience; D&A = data and analytics

Source: Gartner
# Chief Supply Chain Officer Leadership Vision 2022: 3 Strategic Actions for Success

## Summary

<table>
<thead>
<tr>
<th>Priority</th>
<th>Trend</th>
<th>Challenge</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Risk Management</strong></td>
<td>The nature of supply chain risk is changing rapidly.</td>
<td>Current approach to managing supply chain risk is being rendered obsolete.</td>
<td>Elevate supply chain’s role in business risk management to build agility, visibility and resilience.</td>
</tr>
<tr>
<td><strong>Future of Work</strong></td>
<td>The future of work is hybrid in nature.</td>
<td>Managing talent in a hybrid world using on-site approaches causes burnout.</td>
<td>Redesign the employee experience for a hybrid world by focusing on flexibility, intentionality and empathy.</td>
</tr>
<tr>
<td><strong>Digital Transformation</strong></td>
<td>Supply chain is now seen as a top 3 investment for digital.</td>
<td>Balance efficiency, resilience and adaptability across supply chain digital investments.</td>
<td>Work with the CIO and other functional leaders to sponsor digital investments in supply chain using an aligned digital technology roadmap that supports employee and customer experience.</td>
</tr>
</tbody>
</table>

Source: Gartner
Actionable, objective insight

Explore these additional complimentary resources and tools for supply chain leaders:

- **Report**
  Gartner Supply Chain Top 25 for 2021
  Discover who ranked highest for supply chain excellence this year.
  
  [See List]

- **eBook**
  Future of Supply Chain
  Act now on five postpandemic changes to achieve supply chain transformation.
  
  [Download eBook]

- **Research**
  Strategic Planning for Supply Chain Leaders
  Collaborate across functions on end-to-end supply chain strategy development.
  
  [Download Template]

- **Report**
  How to Improve Supply Chain Effectiveness Through Supply Chain Benchmarking
  Leverage the Gartner five-stage supply chain maturity model for performance benchmarking.
  
  [Download Report]

Already a client?
Get access to even more resources in your client portal. [Log In]
Get More.

Get actionable, objective insight to deliver on your most critical priorities. Our expert guidance and tools enable faster, smarter decisions and stronger performance. Contact us to become a client:

**U.S.:** 1 855 811 7593

**International:** +44 (0) 3330 607 044

Learn more about Gartner for Supply Chain Leaders
gartner.com/en/supply-chain

Stay connected to the latest insights

© 2021 Gartner Inc. All rights reserved. CM_CE_5534838