INCISIV

2026 Supply Chain Resilience & AI Adoption Study

Decision Latency Is Costing Supply Chains 5+ Cents on Every Dollar

Learn why the gap between insight and action is your most expensive operating cost and what top-performing supply chain and logistics leaders are doing to close it

Anaplan

ABOUT THE RESEARCH

The Supply Chain & Logistics Cut of the 2026 Retail Resilience & AI Adoption Study

Conducted by Incisiv in partnership with Anaplan. Every data point in this snapshot reflects exclusively the responses of supply chain and logistics practitioners.

298

Supply chain and logistics executives surveyed globally

125

Supply chain & logistics respondents - 42% of total sample

2 Regions

North America and EMEA - reflecting the geographic spread of respondents

$250M+

Minimum revenue of organizations represented in the sample

WHAT THE STUDY EXAMINES

Strategic KPI priorities, cross-functional integration maturity, demand-supply responsiveness, technology and AI infrastructure, organizational readiness, and financial outcomes - across Leaders, Followers, and Laggards defined by a 15-question operational maturity index.

HOW WE DEFINE LATENCY TAX

The Latency Tax is the compounding financial cost of delayed decisions - from the moment a demand signal changes to the moment the organization acts on it. It accumulates across four layers: measurement, decision, execution, and attribution. For the average supply chain organization, it amounts to 5+ cents on every dollar of revenue.

DATA FOUNDATION

Without the Right Data, Every Supply Chain Decision Carries a Hidden Cost

> *All operational decisions are also financial decisions. Without the right data, most organizations can't tell the difference until it's too late.*

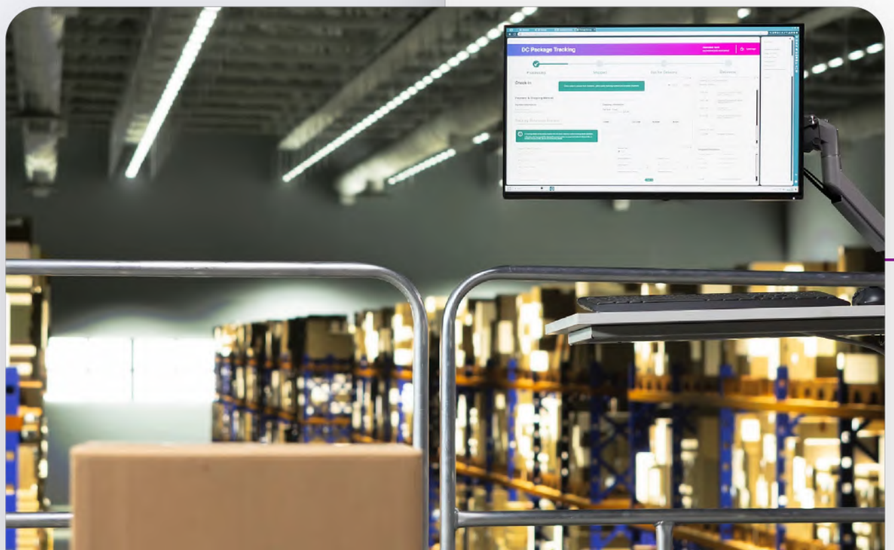
Supply chain is the primary efficiency driver of any organization – its importance magnified by rising costs, margin pressures, and geopolitical instability. Yet the decisions that matter most are routinely made without full visibility into their financial impact. Sometimes the effort is negative to the P&L. Without the right data, no one knows.

The organizations pulling ahead share one capability: unified data and KPIs that connect supply chain performance to the broader organization. Where legacy tools created silos, unified data creates speed – so they can detect, assess, analyze, and act on risk faster than the competition.

Fragmented Master Data:
68% operate with fragmented or periodically synced master data – product hierarchies, vendor records, and location data that don't match across systems.

Misaligned Incentives:
Only **3%** have joint targets with cross-functional accountability – leaving operational decisions and financial outcomes structurally disconnected.

Decision Drag:
58% take days or weeks to resolve a cross-functional decision – a direct consequence of operating without unified data and shared accountability.



97%

of supply chain organizations operate without fully synchronized, real-time master data.

Decision Latency Is Costing Supply Chains 5+ Cents on Every Dollar
Incisiv, in Partnership with Anaplan

EXECUTION LATENCY

The Execution Is Moving at the Speed of the Planning Calendar, Not the Market

> *Demand Sensing has improved across the industry. The constraint is no longer information- it is the speed at which organizations are structured to act on it.*

Any supply chain professional who has managed a high-velocity distribution center or run a global procurement function knows the difference between a network that moves at the speed of the signal and one that moves at the speed of the calendar.

A demand shift is visible on Tuesday. The forecast won't refresh until month-end. The purchase order cannot be adjusted without renegotiation. The cost accumulates quietly - in markdowns, expedite charges, and stockouts that never get attributed to slow execution.

Forecast Refresh:
28% refresh quarterly, **37%** monthly - a cadence designed for seasonal buy planning, not in-season execution. Only **4%** have achieved real-time forecasting.

Upstream Supply:
39% require renegotiation for any purchase order change. A further **42%** can only adjust quarterly. Together, **81%** are operating with supply response cycles that are quarterly or slower.

Inventory Network Rebalancing:
66% have little to no capability to move inventory dynamically once placed. By the time a rebalancing decision is made, the demand window has already passed. Only **6%** can redistribute in real time.

65%

of supply chain organizations update demand forecasts monthly or slower.

Decision Latency Is Costing Supply Chains 5+ Cents on Every Dollar
Incisiv, in Partnership with Anaplan

AI & TECHNOLOGY INFRASTRUCTURE

The Conviction Is There. The Investment Has Not Followed.

> *Across every core supply chain use case, AI is rated as critical. Across almost all of them, it has not been deployed - and where it has, the impact is rarely measured.*

Supply chain technology investment has followed a predictable pattern for two decades - automate the processes that are well-defined, data-rich, and relatively stable. Demand forecasting. Network optimization. Transportation lane modeling.

The problem is that the next layer - exception management, real-time network rebalancing, supplier response orchestration - has not been built. Those are exactly the capabilities that determine whether a supply chain responds to disruption or merely documents it.

Importance vs. Deployment:
92% rate Inventory Optimization as important. Only **20%** have deployed AI there - a 72-point gap between conviction and action.

Exception Management:
67% rate Planning Exception Management as important. Only **14%** have deployed AI - the lowest deployment rate in the function.

Integration Drag:
73% still rely on manual or alert-based exception handling- the system detects the problem, a human queue processes the response.

79%

have no formal mechanism to measure or attribute business impact to their AI investments.

Decision Latency Is Costing Supply Chains 5+ Cents on Every Dollar
Incisiv, in Partnership with Anaplan

FINANCIAL CONSEQUENCE

5.5 Cents on Every Dollar. Lost Not to Competition, But to Time

> *The Latency Tax doesn't show up as a single line on the P&L. It accumulates across every delayed forecast adjustment, every expedited production order, every excess inventory position that wasn't managed in time.*

Delayed supply chain planning has far-reaching impacts. It shows up as missed revenue from unmet customer demand and unfulfilled promotions. It inflates cost of goods sold through last-minute, premium-priced material purchases. It drives up write-off expenses for obsolete inventory that wasn't managed proactively. And it creates a surge in expedited transportation costs to make up for lost time. Every delayed decision chips away at margin.

These are not theoretical exposure estimates. They represent demand that was available, inventory that existed somewhere in the network, and a supply chain that could not connect the two in time.

Lost Revenue:
~5.5% of annual sales lost or at risk due to inability to respond quickly enough to demand shifts.

Revenue at Risk:
69% estimate 3% or more of annual revenue at risk - **38%** put that figure at 6% or higher.

Attribution Gap:
79% have no formal mechanism to measure or attribute business impact to their AI investments - returns are assumed, not tracked.

$55M

the annual Latency Tax for a $1B organization.

Decision Latency Is Costing Supply Chains 5+ Cents on Every Dollar
Incisiv, in Partnership with Anaplan

The gap is measurable. So is the path to closing it.

The data has established the cost. What follows are four imperatives that target each layer of the latency problem - from how the function plans, to how it contracts, to where it invests in AI, to how it measures success.

1.Compress the Sensing-to-Action Cycle
Move from monthly review cycles to event-triggered refresh protocols driven by market signal frequency — not internal meeting schedules.

2.Contract the Supply Base for Flexibility, Not Just Price
Build pre-agreed flex capacity bands and fast-track purchase order modification into the top 20% of suppliers driving 80% of volume exposure.

3.Extend AI Investment Beyond Forecasting Into Execution Layer
Investments in demand forecasting alone are likely insufficient. The capabilities that directly compress latency - exception management, inventory network rebalancing, supplier response orchestration, remain critically underbuilt and represent the highest-return opportunity for the next dollar of AI investment.

4.Build a Unified Data Foundation
Connect operational supply chain data to financial outcomes so every planning decision carries full visibility into its P&L impact. Organizations that cannot trace operational choices to financial consequences will continue to absorb the Latency Tax without knowing where it originates.

INCISIV

Incisiv is a peer-to-peer executive network and industry insights firm for consumer industry executives navigating digital disruption.

Incisiv offers curated executive learning, digital maturity benchmarks, and prescriptive transformation insights to clients across the consumer and technology industry spectrum.

incisiv.com

Anaplan

Anaplan is a leading AI-driven scenario planning and analysis platform designed to optimize decision-making in today's complex business environment so that enterprises can outpace their competition and the market. By building connections and collaboration across organizational silos, our platform intelligently surfaces key insights — so businesses can make the right decisions, right now. More than 2,600 global brands plan with Anaplan.

anaplan.com