

FIFTEEN SUPPLY CHAIN JOBS OF THE FUTURE

A definitive guide to the emerging roles driving the intelligent transformation of supply chain operations

GET THE FUTURE YOU WANT

TABLE OF CONTENTS

Embracing the new supply chain paradigm	03
People empowerment drives transformation	04
<u>Changing times</u>	05
Tech revolution	11
Sustainability cascade	17
People are the future of supply chain	23





EMBRACING THE NEW SUPPLY CHAIN PARADIGM

There can be no doubt that people, process, and technology form the bedrock of every successful enterprise. Of these, the greatest factor – we might argue – is people.

People conceptualize and run our processes, build and implement our technology, and drive outcomes for our clients in a way that responds to and even anticipates their behavior. To imagine the future of our businesses, we need to first think about the future of our people. Who will we employ in 5 or 10 years? And how can we turn new and existing disruptions into opportunities for our people?

For supply chains, this has arguably never been more important than it is today. The challenges of the global pandemic, economic downturn, and geopolitical upheaval have highlighted the need to build resilience into the supply chain. On top of this, most, if not all, major enterprises need to address and abide by stringent sustainability targets – with supply chain being one of the most important factors in reducing CO2 emissions.

But as the geographical spread of the customer base grows, supply lines get longer, and supporting technology evolves, so the task of untangling and tempering this complexity gets harder. Especially in an environment where they need to serve transient and often fickle consumers.

In years gone by, businesses have had to follow the trail blazed by Amazon and other digital natives by automating vast swathes of their supply chain functions simply to stay relevant. But already, this technology is proving redundant. The rise of truly smart technology has led many supply chain leaders to take action to reimagine their industry and create agile, efficient supply chains.

Artificial intelligence (AI), the Internet of Things (IoT), and blockchain are now changing the way supply services are imagined and delivered. <u>The metaverse will go further still</u>, entirely transforming the way consumers, producers, and intermediaries interact with supply chains, resulting in a more fulfilling customer experience and greater loyalty.

These challenges are proving too much for many organizations. A <u>recent</u> <u>report by the Capgemini Research Institute</u> (CRI) surveyed 1,000 organizations across the consumer products, retail, manufacturing, and life sciences sectors. The report stated that while over half (54%) of organizations acknowledge that their supply chains have altered significantly in the past two years, only 27% are implementing endto-end supply chain transformation. And with supply chain now a <u>board-level priority, fewer than 20% of organizations</u> are currently equipped to handle the new supply chain reality.

For Capgemini and our clients, talent remains a mainstay for innovation and transformation in global supply chains. Ultimately, we are only as good as the people we have. In order to understand the future of supply chains, we need to simultaneously identify which skills and positions will be critical in the future."

Dharmendra Patwardhan,

Global Head of Capgemini's Intelligent Supply Chain Operations Practice, Capgemini



PEOPLE EMPOWERMENT DRIVES TRANSFORMATION

The challenges that modern supply chains face cannot be solved with a quick fix. What's needed is a complete overhaul of the way we approach supply chain operations. Luckily, we have an ace up our sleeves: our people. They are the true champions who will lead the charge toward a new and improved supply chain reality.

But what will this new reality look like? We've conducted extensive research through individual analysis, subject matter expert discussions, crowdsourcing from the wider Intelligent Industry community, and leading analyst reports to paint a picture of what's to come.

Get ready, because the nature of work within the supply chain is set to change dramatically in the next few years. We've identified a range of new roles that will emerge across three broad areas, shaping the future of the industry:

- Tackling the challenges of our changing times
- Harnessing the possibilities of the tech revolution
- Meeting and exceeding regulatory and customer expectations on the sustainability cascade.

Gone are the days where traditional business roles and skillsets were enough to cut it in the ever-evolving landscape of supply chain management. Today and in the future, a new breed of talent with fresh ideas and innovative approaches to navigate a myriad of challenges will be needed. As we enter a new era of digitally-enabled and responsible supply chain management, business leaders must re-evaluate their talent pools to future-proof their organizations.

That's where this definitive guide comes in. We're here to show you how empowering your people with new and exciting roles can drive digital transformation and unlock enhanced outcomes, not just in your supply chain, but across your entire organization. We'll dive deep into the macroeconomic influences, technological advancements, and environmental factors that will shape the way we do business over the next 15 years. And we'll explore the critical roles that will be key to your success in this rapidlychanging landscape.

So, if you're ready to take your organization to the next level and prepare for the challenges of tomorrow, pay attention. This is where the future begins.



CHANGING **TIMES**

The world is changing and so are supply chains. Shortages of goods, increased energy costs, and supply chain bottlenecks have created a new paradigm for organizations to navigate. Additionally, macroeconomic and geopolitical instability, specific sector trends, and continuing changes in consumer behavior are changing the way organizations plan for the future and manage their cost base, while also striving for resiliency and sustainability.

<u>Our research found</u> that 45% of organizations said their supply chain cost base has increased over the past three years to accommodate the evolving need to improve resilience, sustainability, and customer-centricity. However, nearly 35% of organizations find it challenging to balance these objectives, and only a small fraction of them consider themselves well-equipped to handle the new paradigm.

To tackle these challenges, organizations need to create new roles to assess the potential impact of these changes and mitigate the fallout for their partners and customers in the supply chain.

Supply Chef

In a world where change is the only constant, the role of Supply Chef has never been more critical. With fewer suppliers holding more power than ever before and the need for sustainability at an all-time high, this role is pivotal in ensuring that the supply chain remains stable and sustainable.

The Supply Chef, will be responsible for maintaining a portfolio of alternative and sustainable suppliers, updating it as needed to keep up with the latest product line "recipes." This individual will be the master of supplier qualification and certification, ensuring that all suppliers meet the necessary requirements to keep the supply chain running smoothly.

This is a dynamic role that requires a deep understanding of procurement strategies, cost management, and carbon

footprint reduction. The Supply Chef will be responsible for developing and executing procurement strategies that ensure high-quality products, cost-effective prices, and low carbon footprint.

Reporting directly to the Chief Procurement Officer, this individual will be an essential member of the procurement team. Ideally, someone who is passionate about sustainability, has a talent for managing complex supply chains, and who thrives in a fast-paced environment, would be an ideal fit.



Disruption **Director**

Disruptions have become the norm in today's ever-changing world, and the need for a Disruption Director is more crucial than ever. This position calls for a strategic leader who can react quickly and effectively to any disruption that may arise, whether it's a global pandemic, political changes, energy crises, or economic downturns.

The Disruption Director must possess exceptional problemsolving skills and a deep understanding of the supply chain ecosystem. They will use what-if analysis and scenario planning to ensure that the supply chain is prepared to handle any future challenges. This includes identifying critical service levels within the crisis plan and building redundancy into the system to guarantee delivery. To accomplish this, the Disruption Director will develop and execute a comprehensive supply chain crisis management plan. This plan will outline the procedures for responding to critical supply chain disruptions and provide strategic direction to the crisis management team. The Disruption Director will be responsible for closely monitoring the impact of supply chain disruptions and adjusting strategies as needed to ensure continuity and mitigate risk.

This pivotal role is both challenging and rewarding. The Disruption Director has the opportunity to make a significant impact by ensuring the resilience of the essential supply chain functions that keep businesses running.



Inefficiency Architect

As the world becomes more unpredictable, reducing risk and enhancing the resilience of essential supply chain functions is critical to ensure continued success. To achieve this, organizations need an Inefficiency Architect who can partner with the Disruption Director to build redundancy into the system and guarantee delivery of critical service levels during a crisis.

The Inefficiency Architect is a strategic role that involves conducting a comprehensive analysis of supply chain operations to identify areas of highest risk and inefficiency. By analyzing key performance metrics, they can identify inefficiencies and bottlenecks in the supply chain and implement process improvement initiatives to streamline operations, reduce costs, and improve overall efficiency. As part of their role, the Inefficiency Architect would also work closely with the Supply Chef to mitigate risk and ensure continuity of supply. By identifying alternative and sustainable suppliers, they can build redundancy into the system and minimize the impact of supply chain disruptions.

In essence, the Inefficiency Architect is responsible for creating a more efficient and resilient supply chain that can withstand disruption and continue to meet the evolving needs of the business. They are the driving force behind process improvements that reduce risk and ensure continuity of supply, making them a critical part of any organization's supply chain management team.



Head of the Tailor-Made **Supply Chain**

The world of consumer products is constantly evolving, and personalized products are becoming the new norm. In order to meet these ever-changing demands, the supply chain must take a new approach. That's where the Head of the Tailor-Made Supply Chain comes in.

As the leader of this critical function, the Head of the Tailor-Made Supply Chain would be responsible for overseeing operations and strategy across the entire supply chain to ensure it stays ahead of consumer demand. They would work closely with product design, engineering, and procurement teams to understand customer needs and develop custom-made products that meet those needs.

In this role, the Head of the Tailor-Made Supply Chain would develop and implement strategies to optimize the supply

chain for custom-made products, including identifying and addressing bottlenecks, improving lead times, and cutting costs. They would oversee raw material procurement for the manufacture of custom-made products, ensuring that the supply chain is optimized to meet the unique needs of each customer.

The Head of the Tailor-Made Supply Chain would need to be a strategic thinker, with a deep understanding of supply chain operations and a passion for meeting customer needs. They would work closely with crossfunctional teams to ensure that the supply chain is designed to meet the ever-changing demands of the consumer products industry.



The Supergrid Hero

Imagine a world where the supply chain operates like a welloiled machine, with everything working in perfect harmony. That's the world the Supergrid Hero wants to create.

As the name suggests, the Supergrid Hero is a champion of the new trend of supergrid ecosystems that are set to revolutionize the supply chain landscape. This is a role that requires a strategic and visionary leader who can coordinate and collaborate with competitors and logistics businesses to create a more connected transportation and communication network. By doing so, they can reduce operational risk, optimize fulfillment, and increase decarbonization – all while lifting the entire industry to new heights. The Supergrid Hero has a long-term outlook and focuses on identifying new practices and global relationships that benefit the business as a whole. They work closely with competitors and government entities in the supply chain industry to address mutual challenges, regulatory changes, and opportunities. In short, the Supergrid Hero is all about maintaining relationships and collaborating to succeed together.





THE TECH **REVOLUTION**

The world of supply chains is in the midst of a technological revolution, and it's an exciting time to be a part of it. Al is the star of the show, but there are a host of other incredible technologies that are poised to revolutionize the way we store, forecast, and deliver goods. Think quantum computing, the metaverse, robotics, and drones – these cutting-edge innovations are set to transform the supply chain game.

These technologies offer a wealth of benefits, including profound efficiency and process improvements that will help organizations keep pace with changing customer behaviour and expectations. In fact, a whopping <u>66% of consumers</u> expect organizations to deliver a personalized experience that caters to their individual needs, according to research by Salesforce.

While automation may put some traditional task-based roles out of a job, it's important to remember that new technologies will also create new job opportunities. As automation establishes itself and is joined by other tech, so new roles will emerge. Unfortunately, <u>our research shows</u> that most organizations are illequipped to deliver the hyper-personalized, real-time customer experience that consumers crave. With the volume of online purchases growing at a rapid pace, this could spell disaster for many organizations. Shockingly, only 16% of organizations are prepared to handle the coming onslaught of demand.

To meet this challenge head-on, organizations need a new breed of supply chain professional. These professionals must be comfortable with cutting-edge technologies such as AI, automation, blockchain, and the internet of things. By embracing these tools, organizations can generate efficiencies and focus on value-adding aspects such as customer interactions, analysis, and decision-making.

But it's not just about the flashy stuff – logistics technology and wearable robotics can also play a key role in supercharging supply chains and delivering a truly world-class customer experience.

The Parameter **Pedant**

In today's world of rapidly advancing technology, the supply chain industry is continuously evolving. As a result, the role of the supply chain professional has become increasingly complex, requiring them to stay up-to-date with the latest advancements and innovations to keep their operations running efficiently.

Enter the Parameter Pedant, a dynamic role that requires a combination of analytical and creative skills. This role is focused on driving supply chain performance by identifying new opportunities and implementing cutting-edge technologies.

The Parameter Pedant is a strategic thinker who collaborates with cross-functional teams to develop and

implement technology solutions that drive business objectives. They are adept at analyzing complex supply chain processes to identify areas for improvement, optimizing inventory systems, manufacturing controls, and autonomous robots to improve performance.

This role is all about staying ahead of the curve and using the latest technologies to streamline processes, increase efficiency, and improve customer satisfaction. The Parameter Pedant is a vital part of any organization looking to optimize their supply chain operations in the intelligent age.



Metaverse Merchandizer

As the world becomes more immersed in the metaverse, businesses must adapt to meet their customers' needs in this new digital realm. Enter the Metaverse Merchandizer, a dynamic role that requires creativity, adaptability, and a deep understanding of consumer behavior.

The Metaverse Merchandizer is not just another marketer – they are the bridge between the real world and the metaverse. They bring a brand's products and services to life in a virtual world, creating an experience that is both unique and familiar to customers. By using data and insights, they can understand the preferences and interests of their audience and tailor their offerings accordingly.

The Metaverse Merchandizer must work closely with the Head of the Tailor-Made Supply Chain to ensure that their product and service offerings are not only reflective of the brand but also of the metaverse platform's overarching goals. They must be able to develop and execute a merchandise strategy that aligns with the brand's vision while simultaneously catering to the customer's needs.

In this role, creativity and innovation are key. The Metaverse Merchandizer must be able to think outside the box to create engaging experiences that capture the attention of consumers in a world that is full of distractions. They must be able to combine traditional merchandising strategies with new and emerging technologies to deliver a truly unique and memorable experience.

As the metaverse continues to grow and evolve, so too will the role of the Metaverse Merchandizer. This is a position that requires a willingness to adapt and a passion for innovation.



The Bionic Human

Bionic enhancement is breaking down the barriers between human and machines. With the introduction of wearable exoskeletons, traditional gender roles in the workforce will become a thing of the past.

The Bionic Human, regardless of physical capability, will be able to perform physically demanding tasks across the supply chain, from lifting and loading stock bins to moving materials and filling consignments. With the aid of exoskeleton devices, these tasks will become easier and more efficient.

The Bionic Human, would be responsible for operating and maintaining the exoskeleton device, ensuring that it

is in good working order, charged, and safe to use. This role also involves working closely with warehouse workers and managers to complete tasks quickly and effectively.

Say goodbye to the limitations of physical strength and hello to the possibilities of bionic enhancement. The Bionic Human role offers a unique opportunity to revolutionize the supply chain industry and redefine what it means to be a productive member of the workforce.



Up Close and **Personal Trainer**

Real-world experience is undoubtedly valuable, but it's impossible to anticipate every possible scenario that employees may face on the job. That's where the Up Close and Personal Trainer (UCPT) comes in – an innovative role that utilizes cutting-edge augmented reality (AR) technology to create immersive and effective training programs.

The UCPT would be responsible for developing AR-based training programs that prepare employees for any situation they may encounter on the job. With the ability to simulate real-world scenarios in a safe and controlled environment, employees can practice offline and out of harm's way.

This role would involve curating a library of AR training materials, including simulations, interactive lessons, and

assessments. Working closely with subject matter experts, the UCPT would create effective and engaging AR-based content that addresses all aspects of the job, from safety protocols to complex technical procedures.

To excel in this role, an individual would need to stay up to date with the latest AR technology and tools, ensuring that your training programs are continually evolving and improving. With an innovative and forward-thinking approach, the UCPT would help to revolutionize the way that companies train their employees, setting a new standard for safety, efficiency, and effectiveness in the workplace.



VTOL Commander

Imagine a world where unmanned VTOL (vertical takeoff and landing) vehicles are used to deliver critical components or highvalue items. The VTOL Commander is the one who can make this happen. By analyzing drone data, this tech-savvy individual could create an agile and efficient drone logistics service model that could adapt to demand, making the delivery process faster and more reliable than ever before.

This role involves collaborating with various teams, including the Head of the Tailor-Made Supply Chain, to identify delivery needs and develop strategies for using drones. The VTOL Commander would be responsible for identifying areas where drones could be deployed, evaluating the safety of the drone usage, and ensuring that the cost-effectiveness and efficiency of the drone delivery service model are maintained. The VTOL Commander would also play a vital role in selecting the right drones for the job, ensuring that the drones used are equipped with the necessary sensors and systems to make deliveries. They would oversee the operation and maintenance of the drones, ensuring that they are always in excellent working condition.

With the help of the VTOL Commander, drones could become a game-changer in the supply chain industry. From delivering medical supplies to remote areas to transporting high-value goods across long distances, drones have the potential to transform the way we do business. With their expertise and knowledge of drone technology, the VTOL Commander could revolutionize the delivery process, making it faster, safer, and more efficient than ever before.





SUSTAINABILITY CASCADE

Sustainability is no longer just a buzzword, it's a crucial aspect that every organization must take seriously. The market pressure to meet sustainability goals has rapidly transformed into a legal requirement. Governments and the international community won't accept dither or delay, and nor will customers.

One major contributor to an organization's carbon footprint is its supply chain. The impact on sustainability metrics is not just from direct changes such as switching to sustainable product procurement or electric vehicles, but also from secondary changes such as reducing waste therefore creating a further cascade of sustainability related impacts. Unfortunately, our <u>research shows</u> that only one in four organizations are actively scaling their sustainability initiatives in the supply chain. The numbers are alarming with only 24% measuring the carbon footprint of purchased goods and services, 18% implementing a robust supply chain for returns, and just 15% embedding sustainability metrics and action plans for returnable packaging.

This highlights a pressing need for new supply chain professionals who can quantify, forecast, and implement sustainability measures in their supply chain. They must be able to identify areas where the supply chain can be optimized for sustainability and implement solutions that align with the organization's sustainability goals.

Waste Wealth Manager

The concept of a circular economy, where materials are kept in use for as long as possible, is gaining popularity in the business world. Companies are realizing the value of reducing waste and creating sustainable supply chains. This is where the Waste Wealth Manager comes in.

The Waste Wealth Manager would be responsible for identifying opportunities to reduce waste and increase circularity within the supply chain. They would analyze the entire supply chain to determine where and how waste is being produced, and work with cross-functional teams to develop solutions that minimize waste and maximize resource efficiency.

The Waste Wealth Manager would need to have a deep understanding of eco-friendly solutions and the latest sustainable technologies. They would leverage this knowledge to develop and implement strategies that reduce the environmental impact of the supply chain. This could include designing products with a focus on recyclability or second-life uses, implementing closed-loop systems that keep resources in circulation, and using altruistic recycling methods that repurpose waste into new products.

The role also involves collaborating with internal teams to integrate waste management strategies into all business activities. This could mean working with product design teams to create more sustainable products or partnering with logistics teams to develop more efficient transportation methods that reduce emissions. The Waste Wealth Manager would also need to manage relationships with waste service providers to ensure all stakeholders are aligned towards a sustainable future.

As the demand for sustainable supply chains grows, the role of the Waste Wealth Manager will become increasingly important. Their expertise in waste management and circularity will help companies stay ahead of the curve, reducing their environmental impact and creating a more sustainable future for all.



Chief of Packaging Possibilities

As companies strive to become more sustainable, one area that is gaining increasing attention is packaging. Reducing packaging waste not only benefits the environment, but it also provides a cost-saving opportunity for businesses. That's where the Chief of Packaging Possibilities comes in – this professional would be responsible for revolutionizing the way companies package and ship their products.

This role requires someone who is passionate about sustainability and willing to challenge the status quo. They would work closely with the Waste Wealth Manager to understand the company's current packaging practices and identify areas for improvement. By taking a holistic approach, the Chief of Packaging Possibilities would develop a comprehensive strategy that considers everything from the materials used to the way products are shipped. In addition to reducing waste, the Chief of Packaging Possibilities would be responsible for promoting circularity in the supply chain. This involves designing packaging that can be easily cleaned, reused, and recycled. By implementing innovative packaging solutions, such as the use of recycled, biodegradable materials, and reduced packaging, companies can significantly reduce their carbon footprint.

To be successful in this role, the Chief of Packaging Possibilities must be able to lead cross-functional teams and collaborate with internal and external stakeholders. They would also need to stay up-to-date with the latest trends and technologies in sustainable packaging and be able to apply this knowledge to their work.



Carbon CapEx Calculator

Becoming carbon neutral is a top priority for many organizations. Nevertheless, the need to balance the books and make sound long-term financial decisions remains.

Enter the Carbon CapEx Calculator – a strategic and analytical thinker who can help organizations take a longterm approach to finance and sustainability investment. This forward-thinking professional would be responsible for analyzing long-term trends to develop and execute a comprehensive carbon reduction strategy across the supply chain.

The Carbon CapEx Calculator would work closely with stakeholders across the organization to identify and implement carbon reduction initiatives. These could include investments in renewable energy, the adoption of energy-efficient equipment, and the purchase of carbon offsets. By taking a long-term approach to sustainability investment, this leader would ensure that the company's carbon reduction efforts are financially sustainable and deliver a strong return on sustainability investment (ROSI) over time.

Of course, achieving carbon neutrality is no easy feat, and the Carbon CapEx Calculator would need to be a skilled and experienced leader who is able to navigate complex financial and sustainability challenges with ease. But for those who are up to the challenge, the opportunity to make a meaningful impact on the planet while driving long-term financial sustainability is an exciting and rewarding one.



Circularity Olympian

Imagine a world where there is no waste, where everything is regenerated and nothing is discarded. This may sound like a far-off utopia, but it's actually a possibility with the circular economy. However, transitioning to this system requires more than just talk and good intentions. It requires dedicated individuals who are willing to take on the challenge of making the circular economy a reality.

That's where the Circularity Olympian comes in. This individual is a true champion of sustainability, with a laser focus on eliminating waste, reusing materials, and regenerating the natural world. They see every challenge as an opportunity to create a circular solution, and they are relentless in their pursuit of a more sustainable future.

As the driving force behind circularity in the supply chain, the Circularity Olympian works closely with other

sustainability professionals, such as the Waste Wealth Manager and Chief of Packaging Possibilities, to implement recycling programs and reduce waste strategies. They use their expertise and innovative thinking to develop and execute a comprehensive circular economy strategy that aligns with the company's sustainability goals.

In addition, the Circularity Olympian leads crossfunctional teams to identify and implement circular economy initiatives, such as the use of recycled materials, closed-loop systems, and waste reduction measures. They inspire and motivate others to embrace the circular economy, and they celebrate every success as a step towards a more sustainable future.



Emissions Materials Thinker

The Emissions Materials Thinker is a vital player in the fight against climate change. With the global focus shifting towards reducing greenhouse gas emissions, organizations need to be mindful of their carbon footprint, even beyond their own operations. This is where the Emissions Materials Thinker comes in.

This role involves a deep dive into the entire value chain, assessing the emissions impact of all activities, including those outside the organization's control. By analyzing data and evaluating materials used across the supply chain, they can identify opportunities for decarbonization and recommend changes that will improve environmental sustainability.

One of the most critical aspects of this role is to focus on Scope 3 data of the GHG Protocol, which assesses the carbon footprint of an entire value chain, from raw material extraction to disposal of the final product. By gathering and analyzing this data, the Emissions Materials Thinker can identify potential areas for emissions reduction and implement solutions that will make a significant impact.

In addition to analyzing current supply chain emissions, this role requires keeping up with emerging technologies, materials, and processes that can reduce greenhouse gas emissions. By staying up-to-date with the latest sustainability trends, the Emissions Materials Thinker can recommend innovative solutions that will help their organization meet their carbon reduction goals.

Ultimately, the Emissions Materials Thinker plays a crucial role in ensuring that organizations are taking action to reduce their environmental impact. By working closely with other sustainability-focused roles and using data-driven insights, they can help steer their organization towards a more sustainable future.





PEOPLE ARE THE FUTURE OF SUPPLY CHAIN

While organizations have struggled to navigate supply chain disruption caused by factors often out of their control, it's clear that a new supply chain paradigm is already in action.

Moving towards an intelligent supply chain requires significant and consistent investment. Not only in streamlining processes and implementing new technologies, but also supporting emerging roles and skillsets to respond to and stay ahead of the evolving nature of work within the supply chain.

These new supply chain roles have the potential to drastically increase an organization's brand value, while also improving working conditions, giving people a greater sense of purpose, and having a knock-on positive effect on recruitment and retention.

The market is awash with next-generation processes and technologies that can drive the transformation of your supply chain operations. But none are possible without the commitment of smart, creative, enthusiastic people engaged in exciting new supply chain roles that drive value. Nothing truly changes without the people on the ground. Successful businesses are a product of their talent, and supply chains are a key part of it all. To reiterate what was stated at the beginning of this paper: the people that fill the future roles we envisage will be the real champions of our new supply chain reality. Organizations that can redesign their supply chain roles to orchestrate human creativity and innovation with intelligent technology will be ahead of the curve in achieving enhanced competitive advantage within the new supply chain paradigm.

Let this be the first step in revolutionizing your organizations supply chain of the future.

Unleashing human energy through technology will be fundamental in building not only sustainable and revolutionary supply chains but also an inclusive workforce. With this in mind, we need to reimagine future technology and sustainability trends, and how roles will adapt to leverage these rather than be replaced by them. Business capabilities, talent, and skills are ever evolving and the future of supply chain roles is exceptionally exciting."

James Tilley,

VP Supply Chain, Capgemini Invent



ABOUT THE AUTHOR



Michael Cook,

Head of Influencer Strategy, Intelligent Supply Chain Operations, Capgemini's Business Services



With support from:

James Tilley, Vice President, Invent



Hamish van Kessel, Associate Consultant, Intelligent Industry

About Capgemini

Capgemini is a global leader in partnering with companies to transform and manage their business by harnessing the power of technology. The Group is guided everyday by its purpose of unleashing human energy through technology for an inclusive and sustainable future. It is a responsible and diverse organization of over 340,000 team members in more than 50 countries. With its strong 55-year heritage and deep industry expertise, Capgemini is trusted by its clients to address the entire breadth of their business needs, from strategy and design to operations, fueled by the fast evolving and innovative world of cloud, data, AI, connectivity, software, digital engineering and platforms. The Group reported in 2021 global revenues of €18 billion.

Get the Future You Want | www.capgemini.com

©2023 Capgemini. All rights reserved. The information contained in this document is proprietary.

Connect with us:





@CapgeminiBusSvc



www.linkedin.com/showcase/ capgemini-business-services



www.capgemini.com/services /enterprise-management/intelligent business-operations/



businessservices.global@ capgemini.com