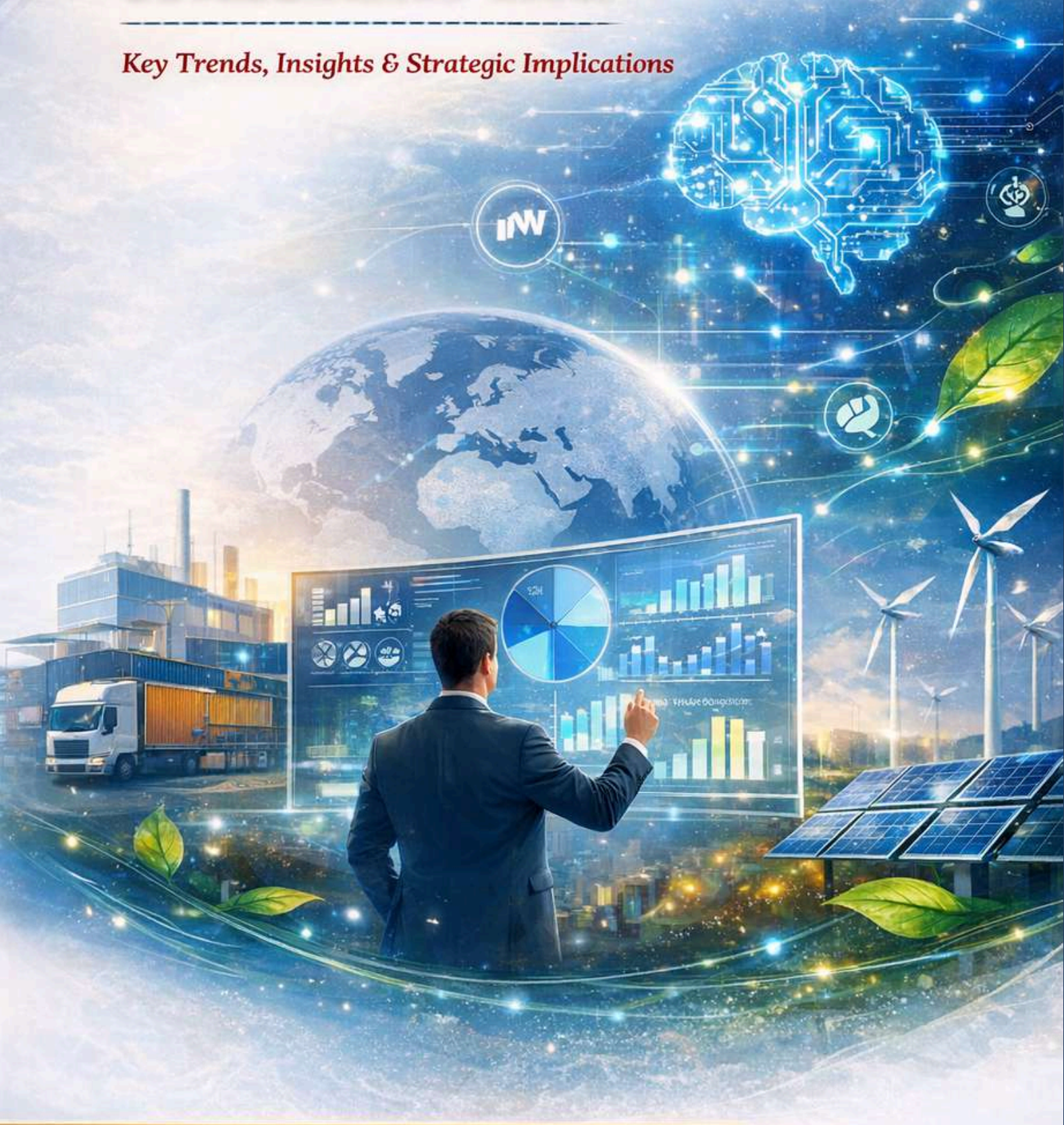


# PROCUREMENT & SUPPLY CHAIN OUTLOOK (2026–2030)

*Key Trends, Insights & Strategic Implications*





# Our Clients





# About Us

ISM-INDIA is an affiliate of ISM World USA, which is the oldest (set up in 1915) and largest organization of the world in the field of Procurement & Supply Management. The mission of ISM-INDIA™ is to take leadership in setting standards, benchmarking, supply management professional development, be the voice of India supply management professionals to the world and be the government advocacy for procurement & supply management.

↑ ISM-INDIA has its headquarter in Gurugram and chapters in all major cities of India. Our activities can be broadly grouped into following headings:



## Face-to-Face Training & Mentoring

We design and deliver executive manager development training programs in the field of Supply Mgmt that aim to upgrade the skills and knowledge necessary for career development.



## Professional Global Certifications

The courses range from introductory level, for those starting out in Supply Mgmt to advanced level, for those with years of experience.



## Gold Standard

One of our certification CPSM is globally recognized as gold standard of excellence for supply chain professionals.



## Consultancy Services:

We have a pool of experts who provide consultancy in various key areas such as Maturity Model, Spend Analysis, SRM, Competency Assessment, Blockchain Technology etc.



## Webinar/Events:

We have conducted nearly 200 webinars and various CoP events with focus on different competencies of Procurement & Supply Management.



## Act as a Knowledge Partner:

We are associated with various organizations to organize conference/workshops etc, this offer an opportunity for our members to develop new professional relationships.

🌐 Please visit [www.ism-india.org](http://www.ism-india.org) to know more about our services.





## Foreword

Procurement and Supply Chain functions are entering a **decisive transformation phase**. Between **2026 and 2030**, the profession will be shaped by accelerating adoption of **artificial intelligence, rising sustainability and ESG expectations**, increasing **geopolitical and supply-side risks**, and a growing mandate to deliver **enterprise value beyond cost and efficiency**.

To capture practitioner perspectives at this inflection point, **ISM-India conducted the Procurement & Supply Chain Outlook Survey 2026**. The survey brings together insights from senior procurement and supply chain professionals across industries and geographies. While the responses reflect perspectives captured in 2026, this **Outlook 2026–2030** interprets those insights to assess the likely **direction, priorities, and implications** for the profession over the medium term.

The findings confirm a clear leadership message: **procurement is evolving from a transactional function into a strategic engine of value creation, resilience, and innovation**, with increasing influence on business performance, sustainability outcomes, and risk management.

As the professional body representing procurement and supply chain practitioners, **ISM-India is uniquely positioned to support this transition** through evidence-based thought leadership, capability development, and industry engagement. For transparency and reference, the survey instrument used for this study is included as an annex to this Executive Summary.

A handwritten signature in dark ink, appearing to read 'K. Batra'.

Krishan K. Batra  
President & CEO  
ISM-India

The logo for 'SHAPING IMPACT' features the words in a stylized font. 'SHAPING' is in blue and 'IMPACT' is in orange. Below the text is a graphic of a blue and orange swoosh or arc.

# Executive Summary

## Procurement & Supply Chain Outlook – 2026–2030



### Introduction

Procurement and supply chain functions are entering a **decisive transformation phase**. Between **2026 and 2030**, the profession will be shaped by accelerating adoption of **artificial intelligence**, rising **sustainability and ESG expectations**, increasing **geopolitical and supply-side risks**, and expanding expectations of **enterprise value creation beyond cost and efficiency**.

This Executive Summary presents a **forward-looking interpretation** of practitioner insights captured through the **Procurement & Supply Chain Outlook Survey 2026**. While the survey reflects perspectives as of 2026, the Outlook interprets these insights to assess the **likely direction, priorities, and implications** for procurement and supply chains over the **2026–2030 period**.

### Executive Highlights

- Procurement is evolving from a **transactional function** into a **strategic engine of value creation, resilience, and innovation**.
- **AI adoption** is accelerating, primarily to support **better decision-making**, not full automation
- **Sustainability and ESG considerations** are increasingly influencing supplier selection and sourcing strategies
- **Resilience and risk management** now rank alongside, or above, traditional cost objectives
- **Supplier collaboration and ecosystem thinking** are replacing transactional vendor management
- **Capability and leadership development** remain critical constraints to transformation

### Key Trends Shaping 2026–2030

#### 1. Intelligence-Led Procurement

- AI and advanced analytics are being adopted to improve spend visibility, sourcing decisions, contract intelligence, and risk sensing. The dominant model through 2026–2030 will be **human-led, AI-augmented procurement**, rather than autonomous execution.

## 2. Sustainability Embedded in Procurement Decisions

- Sustainability is moving from policy intent to operational execution. Life-cycle costing, ESG criteria, and responsible sourcing frameworks are increasingly integrated into sourcing and supplier evaluation decisions.

## 3. Resilience as a Strategic Mandate

- Frequent disruptions have elevated resilience from an operational concern to a **board-level priority**. Multi-sourcing, supplier diversification, and deeper collaboration across supply networks are becoming standard practice.

## 4. Shift from Vendors to Supplier Ecosystems

- Procurement is managing broader **supplier ecosystems**, focusing on long-term partnerships, innovation, and shared risk management rather than short-term price negotiations.

## 5. Talent and Capability Transformation

- The procurement professional of the future requires hybrid capabilities—combining commercial acumen with digital literacy, sustainability understanding, and risk awareness. Capability gaps may constrain progress more than technology limitations.

## Strategic Implications for Leaders

- Procurement leaders must shift focus from **process efficiency to decision quality and impact**
- Investments in **data quality, digital foundations, and AI governance** are critical enablers
- Sustainability and resilience must be embedded into **core sourcing and supplier strategies**, not treated as add-ons
- Supplier collaboration will become a **source of competitive advantage**
- Long-term success will depend on **leadership development and capability building**, not technology alone

## Closing Perspective

### Shaping Impact

- The period from 2026 to 2030 will define the future role of procurement and supply chains. Organizations that successfully integrate intelligence, responsibility, and resilience into their operating models will be best positioned to deliver sustained business value and navigate uncertainty with confidence.



## Section 1 of 6

### Introduction

We are conducting the Procurement & Supply Chain Outlook Survey to capture insights from procurement and supply chain leaders across industries. Your perspective will help identify the key trends, capabilities, and priorities shaping the next few years.

Name .....

Job Title .....

Your Organisation .....

Industry .....

## Section 2 of 6

### SECTION 2: Key Trends Impacting Procurement & Supply Chain

Rate the Impact of the following trends on your organization

Scale: 1 = No Impact | 5 = Very High Impact

- |  |   |   |   |   |   |
|--|---|---|---|---|---|
| 1 Digital Procurement Platforms (S2C, P2P, CLM)  | 1 | 2 | 3 | 4 | 5 |
| 2 AI / Gen AI in Procurement                     | 1 | 2 | 3 | 4 | 5 |
| 3 Sustainability & ESG (ISO 20400, Scope 3)      | 1 | 2 | 3 | 4 | 5 |
| 4 Use of IoT / Blockchain / Automation           | 1 | 2 | 3 | 4 | 5 |
| 5 Talent & Capability Development in Procurement | 1 | 2 | 3 | 4 | 5 |

## Section 3 of 6

### AI & Digital Transformation Focus

Description (optional) .....

#### Current stage of AI adoption in procurement

- ☐ Not started
- ☐ Experimenting (ChatGPT / Copilots / Any other LLM)
- ☐ Scaled AI solutions
- ☐ Moving toward autonomous procurement

#### Biggest barriers to AI adoption

- ☒ Data quality
- ☒ Lack of skills
- ☒ Integration with ERP
- ☒ Cost / ROI concerns
- ☒ Governance & ethics

## Section 4 of 6

### Sustainability & Responsible Procurement

Description (optional) .....

#### Is sustainability integrated into procurement decisions?

- ☐ Fully integrated
- ☐ Partially integrated
- ☐ Compliance-driven only
- ☐ Not yet integrated
- ☐ Not Applicable

#### Do you see Responsible Procurement as:

- ☐ Compliance requirement
- ☐ Risk mitigation tool
- ☐ Value creation strategy
- ☐ Competitive advantage
- ☐ Not Applicable



## Section 5 of 6

### Future Outlook (2025-2030)

Description (optional).....

#### Top 3 procurement trends that will define the next 5 years?

- ☒ AI-Driven & Autonomous Procurement
- ☒ Advanced Spend Intelligence & Predictive Analytics
- ☒ Responsible & Sustainable Procurement (ESG-First)
- ☒ Supplier Ecosystem Collaboration & Innovation
- ☒ Supply Chain Risk, Resilience & Geopolitical Readiness
- ☒ Procurement Talent Transformation & Digital Skills
- ☐ Other: .....

#### Which capability will be most critical for procurement professionals?

- ☐ Digital & AI skills
- ☐ Sustainability expertise
- ☐ Negotiation & stakeholder management
- ☐ Data analytics

#### Procurement's future role will be primarily be:

- ☐ Cost controller
- ☐ Value creator
- ☐ Risk manager
- ☐ Innovation enabler

## Section 6 of 6

### SECTION 6: Closing

Description (optional).....

#### Would you like to receive the survey insights report?

- ☐ Yes
- ☐ No

#### Email ID

The survey insights will be shared with you at this email address.





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